



## WELL-BEING IN PLACE BRANDING – CASE KALEVANKANGAS 2030

Case study of building a place brand around well-being

Juha-Matti Kauko

International Business

Bachelor's Thesis

Supervisor: Mikko Pynnönen

Date of approval: 9 April 2020

Aalto University

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### **Objectives**

The main objectives of the study were to find out if well-being can be used as the core value of a place brand, and especially how this could be completed in the context of Kalevankangas, a district of the City of Mikkeli. The research aimed to find factors that enhance the well-being brand of Kalevankangas and what practical actions the stakeholders of Kalevankangas should take in order to increase the area's perception as a provider of comprehensive well-being.

### **Summary**

To answer the question can well-being be used in place branding, this research used case study method to analyze the situation of a place desiring to brand itself using well-being: Kalevankangas. Literature relating to place branding and well-being was studied, and a conceptual framework was generated based on the literature. To test the conclusions based on the literature in practice, and to find out can Kalevankangas actually brand itself using well-being, this research used methods of qualitative and quantitative studies to gather data. The data was then analyzed and based on the analysis, conclusions about using well-being in place branding, especially in the case of Kalevankangas, were made.

### **Conclusions**

This bachelor's thesis was able to prove that well-being can indeed be used as the core of a place brand. Different factors enhancing and limiting the well-being brand built around Kalevankangas were also found, most notably how the brand identity of Kalevankangas significantly supports this objective, but similarly the weak brand communication hinders Kalevankangas' ability to develop its brand into a well-being campus providing comprehensive well-being.

**Key words:** *Place Branding, Well-being, City Branding, Brand Image, Brand Identity, Brand Awareness, Well-being Campus*

**Language:** English

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ABSTRACT

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# 1. INTRODUCTION

## 1.1. Background

The ever-increasing competition from customers and businesses between geographic areas has increased the importance of the brand of the place as a medium to gain competitive advantage (Kavaratzis, 2004). However, as a phenomenon, place branding has existed already for centuries and even the earliest studies of the topic are decades old (Hunt, 1975). Despite its relatively long history, there is not too much literature about place branding and most of the existing literature is not directly applicable to the branding efforts of the geographic areas, as the literature is often too theoretical or alternatively too place-specific. Therefore, in order to be able to construct a place brand, the place in question often needs to have a place branding research conducted about itself.

The importance of well-being has increased significantly in the contemporary society during the past few years. Due to this effect, the demand for well-being products, services, and research has increased. Although well-being is often understood only as the happiness of a person (Diener et al., 2009), it can actually be divided into multiple dimensions, like physical, psychological, and social dimensions of well-being (Dodge et al. 2012).

Kalevankangas is a district of the City of Mikkeli in Eastern Finland. The area has a long history as one of the most important sporting venue's of Mikkeli, as it has a horse trotting track, ice hockey arena, indoor football hall, and other venues suitable to maintain physical well-being. Additionally, the area is surrounded by the nature and there are also running tracks going around the nearby forests. Recently, a new multifunctional indoor stadium, Saimaa Stadiumi, was built to Kalevankangas and an advanced well-being research center, Active Life Lab, was also established in the area. This initiated the idea of establishing a *well-being campus* to the area: a place brand that would use comprehensive well-being as its core component.



## **1.2. Research Problem**

Using well-being in place branding is a completely new approach, which means that there are no existing research about the topic that could be directly used as a tool in constructing this research. Therefore, this research needs to use existing literature about place branding and well-being and derive from those, how well-being could be used to brand a district of a city.

To be able to construct a place brand for Kalevankangas, the research needs to determine, what are the factors of Kalevankangas that support the establishment of a well-being brand for the area and what are the factors arguing against this. Therefore, the research needs to investigate Kalevankangas as a place. Additionally, in order to be actually helpful to the stakeholders of Kalevankangas, the research needs to give practical suggestions to the stakeholders based on the results of the research.

## **1.3. Research Questions**

In short, the research questions of this research were as follows

**Q1:** What theories can be used to brand a district of a city, like Kalevankangas?

**Q2:** Can well-being be the core value of a place brand?

**Q3:** What are the strengths and weaknesses of using well-being to brand Kalevankangas?

## **1.4. Research Objectives**

Based on the research questions stated above, the research objectives for the research were

**O1:** The research gives detailed and comprehensive image of the strengths and weaknesses of using well-being to brand Kalevankangas.

**O2:** The research proves that well-being can be used as the core value of a place brand.

**O3:** The research provides practical solutions that the stakeholders of Kalevankangas can use to enhance the well-being brand.

### **1.5. Research Structure**

After the introduction section, this research starts by discussing and analyzing the already existing literature about place branding, city branding, and well-being. This section is used to gain theoretical knowledge about the chosen topics and introducing the reader of this research into the fundamentals of the subject. At the end of the literature review, a conceptual framework for the study will be created based on the findings from the literature. After the literature review, the methodology used to collect qualitative and quantitative primary data will be explained. The fourth and biggest section of the research will focus on analyzing the gathered data and findings from the data will be shown in detail. After the findings and analysis, it is time for the discussion section, which will be used to discuss the relevance of the findings and what kind of implications can be made based on them. Lastly, the key findings of the research will be concluded, the managerial implications and implications for international business will be provided, and the limitations of this research and the suggestions for future research will also be explained.

## **2. LITERATURE REVIEW**

### **2.1. Introduction to Literature Review**

When conducting research about creating a well-being brand to a place, it is necessary to define place branding, well-being, and what is the branding process. The purpose of this literature review is to provide basic information about place branding and well-being and how to create a brand around well-being. Particularly, the literature review will focus on city branding, its concepts, and how could these concepts be applied to using well-being as the core identity of the city brand. Additionally, different types of well-being will be reviewed in order to find out, is one type of well-being better than some other to be used in place branding. Next, an international case study will be analyzed to gain information about the practice of place branding. Finally, a conceptual framework to be used with branding Kalevankangas will be provided.

### **2.2. Place Branding**

#### **2.2.1. Defining Place Branding**

During the five decades that place marketing and branding has existed as a field of scholar study, many definitions have been offered to it (e.g. Kavaratzis & Ashworth, 2006; Aitken & Campelo, 2009). Despite the steep increase in the interest of academics and practitioners towards the topic in recent decades (Kavaratzis & Ashworth, 2006), there is no clear, comprehensive idea about what place branding exactly is. Lucarelli and Berg (2011: 2) cited Skinner (2008) when explaining this, "There is little consensus on what type of marketing and branding applies to places". Multiple researchers (e.g. Kavaratzis & Hatch, 2013) have also reminded that place branding is constantly mixed up with term place marketing, although place branding is fundamentally different from place marketing. This confusion is created mostly by the bohemian use of terms 'branding' and 'marketing' in traditional marketing literature and especially practice. Because of this phenomenon, the identity of place branding is often hard to distinguish from that of place marketing. However, there seems to be an understanding

and agreement on what place branding is not, as Sevin (2011: 157) cites Kavaratzis and Ashworth (2006). Since the publication of these studies, the views concerning place branding have evolved and more research has been conducted, but a widely accepted definition is yet to be made.

The difficulty of place branding and defining it comes from its vast nature and different characteristics and needs of each place. There are many different types of places that can be branded, including nations, regions, cities and city districts (Kavaratzis et al., 2015). Countries have more variables affecting to their brands and certain attributes, for example political agenda and culture, that cities or regions of the same country do not have (Caldwell & Freire, 2004; Anholt, 2002). Caldwell and Freire also note that a national brand is perceived differently by citizens of different countries, whereas the brand of a region is viewed similarly, in spite of the nationality of the respondent. Furthermore, the intended receivers of the place brands differ: the target audience of a nation brand is international (Caldwell & Freire, 2004) whereas the target audience of a city brand is, for the most part, its residents (Kavaratzis, 2004).

Despite these places having their own distinctive characteristics, which require and allow the use of different type of place branding with each of them, when any of the aforementioned places decides to do branding, it is considered place branding. In order to be somehow defined, place branding has been divided into multiple sub-categories, such as city, region, and nation branding (Anholt, 2002). Similar types of areas around the world often share some of the same characteristics, which allows the use of similar frameworks and definitions. Therefore, these sub-categories can be defined more specifically than place branding as a phenomenon. In this literature review and thesis in general, we are especially interested in city branding, because it is the most relevant type of place branding for the Kalevankangas area, which is a district of the City of Mikkeli.

### **2.2.2. City Branding**

As Kavaratzis (2004) states, there is nothing new that cities are using promotion as a medium to gain competitive advantage over their competitors, which in this case means other cities. Likewise, Caldwell and Freire (2004) support the view that a place brand can be created just like it can be created around a consumer good or a service.

This is possible since, despite cities and commercial products are very different as cities are far more complex by their nature, both commercial products and cities aim to satisfy functional, symbolic and emotional needs of their consumers (Rainisto, 2003). Therefore, it can be concluded that a brand can be created for a city.

Creating a brand for a city has often been done by using commercial marketing methods that are easily transferrable to place and city branding (Kavaratzis, 2004). The city's brand image has gained the most attention in the past, as the concept of brand image is the most easily transferred from commercial marketing, and the city's brand image is also what is most often shown to the consumers of a city. However, the limited understanding of marketing by city officials and equally limited understanding of the distinctive nature of cities by marketing scholars and practitioners means that city marketing theories often oversimplify the role of different stakeholders cities have. Moreover, they tend to see the city brand only as the city's brand image (Kavaratzis, 2004; Kavaratzis and Ashworth, 2006).

To understand the complex nature of city branding better, Kavaratzis (2004) describes that place branding brings the theory and practice of place marketing closer to the nature and characteristics of places. This means that city branding accounts for the multiple audiences that cities have and also understands that a city brand consists of much more than just its brand image. As Kavaratzis and Ashworth (2006) conclude in their article, cities can also have brand identity, brand positioning, and other typical dimensions of commercial brands. However, despite recognizing the importance of all the dimensions, there is a consensus among city branding academics that forming of the brand image and brand image communication are especially crucial for building a city brand (Kavaratzis, 2004).

In order for a city to create a brand that fits to its specific purpose, it must define the audience of the city brand. Kotler et al. (1999) tried to do this by using the familiar marketing mix from product marketing. However, the model was criticized as inapplicable (Brownlie et al., 1999). This criticism arose from the fact that the marketing mix theory does not take into account that cities have different consumers, who all have different interests. These consumers have been identified as the residents, visitors and investors (Kavaratzis 2004; Zenker and Braun, 2010). The difficulty of having multiple audiences as consumers is that each of the audiences will view the city brand from a

different perspective. Therefore, the concepts of product branding, which acknowledge only one audience as the consumers, are not directly applicable for city branding.

The apparent dilemma of multiple audiences, however, has been solved by applying a recently developed approach of corporate branding into city branding (Zenker & Braun, 2010). Corporate branding uses the same elements as traditional product branding, but it adds the corporate-level concepts into the mix (Kavaratzis 2004). Because corporations have multiple audiences besides the consumers of their products, the corporate-level concepts of corporate identity, corporate image, and so on provide applicable frameworks for city branding (Kavaratzis, 2004; Kavaratzis, 2009).

Despite the fact that corporate branding theory solves many of the issues that cities' complex nature causes, using it for city branding has been questioned even by the people who support it. The assumption that a city brand can work as an umbrella that covers all of its stakeholders and audiences, like a corporation brand does, needs to be questioned (Kavaratzis, 2004). However, the lack of real-life case studies about city branding, as Rainisto (2003) points out, does not offer enough evidence to abandon the use of corporate branding theory in city branding.

#### 2.2.2.1. Important Concepts of City Branding Based on Corporate Branding Theory

Although being fundamentally different from commercial branding, place branding has – at least to some extent - integrated all of the concepts used in mainstream branding (Kavaratzis et al., 2015: 24). These concepts have then been transferred into city branding, most recently via the use of the corporate branding theory. As mentioned earlier in this literature review, a special emphasis in city branding and marketing has always been put on the city's brand image, but the introduction and increasing popularity of the corporate branding theory has shifted the interest more towards the city's brand identity (Kavaratzis, 2004). This chapter will focus especially on these two constructs and give an overall image of some other important constructs.

#### 2.2.2.2. City Brand Identity

As described by Van Riel and Balmer (1997), corporate identity is a strong and coherent ensemble which states the aims, values, and practices of the corporation. There is also evidence that the distinctiveness created by corporate identity can be used by the corporation in the never-ending battle against its competitors (Van Riel and Balmer, 1997; Kavaratzis, 2004). Similarly, city identity needs to represent the values and aims the city wants to pursue with its city brand. Being in the center of the whole branding process, a clear city identity is essential so a coherent message about the city brand can be delivered to the variety of stakeholders the city has. As Van Riel and Balmer (1997) emphasize, this communication does not only happen towards external stakeholders, but also towards internal stakeholders.

Balmer (2002) created what he called “a new corporate identity mix”, a framework that is, with small adjustments, very useful for illustrating the city identity as well. The mix consists of culture, structure, strategy and communication. Melewar and Jenkins (2002) came to the conclusions that the corporate identity consists of behavior, corporate culture, market conditions and communications. However, their model is missing stakeholder, environment, and reputation attributes that Balmer added around the core identity in his model, so it can be concluded that Balmer’s model is more accurate in this sense. Additionally, having market conditions, which one has limited power over, in the core of the identity can be argued against, since the core of the identity should be stable and not easily influenced by sudden changes in the competitive environment. The ideas represented by both of these models were eventually supported and applied to city branding context by Kavaratzis (2004), who used Balmer’s model as a tool while creating his city brand management framework. Therefore, city identity can be successfully constructed by using the theories of corporate identity.

Despite some arguments claim that cities are too vast entities to have only one brand identity, there appears to be no significant resistance towards using corporate identity theories as the base of city brand identity. The relevance of corporate identity itself, however, has been questioned by different scholars. Balmer (2002: 10) mentions especially the critique by Aldersey-Williams (2000) “Corporate identity simply does not matter anymore”. However, this critique was directed towards the old definitions of

corporate identity, so it does not directly apply towards more recent models, such as Balmer's.

#### 2.2.2.3. City Brand Image

Corporate brand image has been defined by Gray and Balmer (1998) as “the immediate mental picture that audiences have of an organization”. Therefore, it can be argued that the brand image is the most important concept for the audience when forming an opinion about a brand. This view is supported by the fact that in current society most opinions are formed quickly, without a complete process of critical thinking about the brand's identity. However, as discussed in the previous chapter, in order to build a clear brand image, strong brand identity needs to first exist. Like corporations, brand image is also crucial to cities, because it is often a simplified model, a mental map, of a larger amount of values attached to the city by an individual (Kavaratzis & Ashworth, 2006). Because of its individuality, however, each of the stakeholders will have a different brand image of the same city brand.

Because corporate brand image eventually works as a simplified version of the brand identity, it is vital for the corporation to communicate a brand image that is in line with its identity (Kavaratzis & Ashworth, 2006). As Graham (2002) divided the city into external and internal cities, he argued that external city is what the city looks like to be in the eyes of a stakeholder, and internal city is a more complex image formed inside the mind of each individual. However, if the communication of the external city is defective, it can lead the audiences to perceive a wrong image about the internal city as well.

Therefore, when thinking about a city brand image, a special emphasis should be put on the communication. Caldwell and Freire (2004) also remind that a city's brand image changes more often than that of e.g. a nation. This underlines the importance of communicating a clear and consistent brand image, so that the city can minimize the unwanted changes in its brand image.

Obviously, the products and services provided by a corporation also shape its brand image, because they are eventually the concrete representations of the corporation's identity. Therefore, it can be argued that the theory of corporate brand image acknowledges the influence of commercial activity influencing the brand image. Similarly,



Caldwell and Freire (2004) indicate that services and products provided, and events organized in the city shape its brand image. Anholt (2002) agrees with this view by saying that commercial brands are changing the image of the nations they are coming from. However, this view is not only limited to nations, but it can be extended to smaller areas as well, because commercial action taking place in a region can change the way how the stakeholders perceive this very area (e.g. The Silicon Valley). Caldwell and Freire (2004) suggest that regions and cities are similar to each other, which indicates that the influence of commercial brands is alike between regions and cities. However, the main perspective of their research was to compare regions and cities as destinations, so bulletproof implications regarding more general city branding cannot be made.

#### 2.2.2.4. Other Important Constructs

Although brand identity and brand image are the most relevant constructs of corporate branding to city branding, they are by no means the only ones that matter to city branding. Aaker (1996) proposes that a branded product needs brand identity, brand differentiation, and brand personality. Kavartzis and Ashworth (2006) reject this statement by saying the three are “restatements of the same feature from different perspectives” and support this claim by showing that brand identity itself is already brand differentiation. Similarly, the familiar branding constructs of brand positioning and brand awareness are already included in the processes of creating city brand identity and maintaining city brand image.

Simply put, brand positioning means a brand's relationships to its competitive brands (Kavartzis & Ashworth 2006). Just like corporations, cities need to determine their place within the market before creating a brand. In the context of corporate and city branding this means that the created brand must differ enough from already existing brands within the competitive environment, so that there is enough consumers for the brand to thrive. For example, two cities located next to each other should not pursue the same brand of being the well-being capital of the country in question.

The distinctiveness of the brand is also determined by the brand identity. However, the other part of brand awareness, brand recognition, is mostly done via communication

with the stakeholders, which is significant part of the brand image process (Kavaratzis and Ashworth, 2006).

However, the measurement tools of a successful brand are still the same in corporate and city branding as they are in commercial product branding. Brand value, brand loyalty, and brand equity still work the same way they do in product branding (Kavaratzis and Ashworth, 2006). Aaker (1996) remarks the difference that in corporate branding, these constructs are linked to the whole corporation, so e.g. the associations made with the corporation brand affect every agent of that corporation. However, this should not be taken too strictly, since different product lines inside a corporation can have different brand identities that are differently influenced by the change in corporate brand associations. Similarly, different districts of a city can have brands that differ from each other and are differently influenced by the city brand.

### **2.2.3. Ethical Issues in Place and City Branding**

Multiple researches (e.g. Kavaratzis et al. 2015; Sevin, 2011) have noted that there are significant problems that exist in place branding and especially its ethics, mostly because place branding is simultaneously political, economic and communicative. Places are vast entities and affect multiple stakeholders, all of whom have different values and objectives. For instance, cities are simultaneously homes to their residents, but also profitable markets to businesses. Therefore, Sevin (2011) argued that it is not necessarily obvious that the city administrators have unlimited power to shape the city's brand, because they often have different agendas than the city residents. He also argued that these stakeholders are given different values and often the stakeholders with more economic weight are given bigger importance. Sevin's arguments can be countered with the fact that city branding's objective is not only to create value for shareholders – like commercial branding – but, as Kavaratzis (2004) puts it, “to increase living standards of its residents and other stakeholders”. This means that city branding, when done right, should benefit all of the stakeholders. However, giving the continuously increasing importance of economy in politics, it is easy to see where Sevin's critique comes from.

Additionally, while place branding should aim to benefit every stakeholder of the place, it is not completely immune to economic influence. The best example of this is given

by Sevin (2011) when he explains how the place branding research itself is mostly driven by economic factors, i.e. the research focuses on the fields and frameworks that can provide the most economic benefit. Seeing place branding only from a business perspective limits the thinking of the researchers, which can easily lead them to, for example, neglect the societal importance of places in their studies. When the practitioners and city administrators seek for guidance from these studies, the oversimplified visions are transferred into practice. Despite recent studies take ethics into consideration better than the early studies about tourist attractions (e.g. Hunt, 1975), place branding has still much room for improvement.

## **2.3. Well-being**

### **2.3.1. What is Well-being?**

As Diener et al. (2009) described, “societies need indicators of well-being to aid public policy makers in making decisions”. Although, before it can be measured, well-being needs to be defined. Just like place branding, well-being is a vast term that does not have a widely accepted, single definition. Moreover, as place branding is often seen only as the management of place brand image, well-being is often understood only as the happiness of a person (Diener et al., 2009). However, as Diener et al. argued later in their book, the definition of well-being is largely influenced by the type of well-being that is being measured: physical well-being is defined and measured completely different than psychological well-being, for instance. Additionally, the different dimensions of well-being often cross-influence each other: for example, good physical well-being increases psychological well-being, whereas psychological ill-being often has negative effect on other dimensions of well-being. This creates a problem for public administrators, since it is hard to analyze and put into order a vast number of individual indicators of well-being while trying to make comprehensive decisions most likely to affect all dimensions of well-being.

An extensive, yet easily understandable, definition of well-being was made by Dodge et al. (2012), who described well-being as the balance between physical, psychological, and social resources and challenges, respectively. The authors based their

definition on the latest scholar researches available at the time, trying to make their definition both simple, but still universally applicable. Definitions different from the suggestion of Dodge et al. have been made, such as Cummins (2009) and Forgeard et al. (2011), but they can be argued against by being too complex. Cummins (2009) is also assuming well-being to be static when it is not challenged, which was largely criticized by Dodge et al. (2012). Despite its upsides, the definition by Dodge et al. is not perfect, as it neglects the importance of the concepts of economic and emotional well-being. However, in the context of place and city branding, their importance is minimal, since the city administrators have very limited control over them. Therefore, because of its comprehensiveness, but still easily understandable nature, the definition model of well-being created by Dodge et al. offers the most practical benefit for city administrators.

### **2.3.2. Physical Well-being**

Unsurprisingly, physical well-being is often understood as the health of the individual, and often in practice these two terms are used as synonyms to each other. This seems to be the dominant opinion in the literature (e.g. Cella, 1994; Scheier & Carver, 1992). Cella (1994: 188) stated that physical well-being represents “combination of disease symptoms, treatment side effects, and general physical well-being, as perceived by the patient”. However, as Peterson and Bossio (2001) show, this definition of physical well-being is controversial, since one can feel healthy without actually being in full health. Cella’s (1994) definition also includes “general physical well-being” separately from the health, which implies that his definition is not all-embracing. Derived from this, health is very subjective as a concept, thus hard to be affected directly via the mediums of city branding.

Apart the health definition of physical well-being, Cella (1994) introduces the dimension of functional well-being. He states that this dimension is similar to physical well-being but differs from it empirically and conceptually, since one can perform well in functional well-being dimension although their physical health would not be good. Simply explained, functional well-being means one’s ability to perform activities that they desire, like walking or taking care of their family (Cella, 1994). However, it is hard to see direct application of the functional well-being dimension in city branding, because it is, similarly to physical well-being, very dependent on the individual.

Despite being fairly otiose to city branding as they are, the dimensions of physical and functional well-being are not completely useless. Healthier residents of the city have almost certainly better overall well-being than ill residents. Moreover, when one is able to perform as they desire, it also increases their psychological well-being. Despite health and functionality of the residents cannot be directly affected by the city because of their individual nature, the city can support these dimensions of well-being by offering environments where the residents can themselves maintain their physical and functional well-being. As shown by Gladwell et al. (2013), natural environments, which can often be provided only by the city in urban environments, play a crucial part in activating people to take care of their physical and overall well-being.

### **2.3.3. Psychological Well-being**

When talking about well-being, what often comes first into mind is the psychological well-being. This dimension is often understood as being satisfied with one's life, i.e. happiness, but as already mentioned (Diener et al., 2009), none of the dimensions of well-being is only formed by happiness. Psychological well-being was identified having multiple components, including but not limited to self-esteem, morale, and life satisfaction, already decades ago (Ryff, 1989). However, Ryff argued that these individual indicators are not very reliable when used individually instead of measuring their collective effect to psychological well-being.

The psychological well-being, as shown by Gladwell et al. (2013) and especially Fox (1999) is, both positively and negatively, influenced by physical well-being and activity. Positive effects found by Fox were, for instance, decreased chance of having depression and increased self-esteem. However, he also reminded that if one becomes obsessed with having exceptional physical well-being, it can have negative effect on psychological well-being. This type of situation could happen if one is e.g. overly stressed about having a normal disease like flu.

Being significantly depended on external factors, like social life and physical activity, it is hard for a city to have a direct effect on their residents' psychological health, similarly to the case of physical well-being. However, a city can again affect the environment that its residents live in. By providing an engaging, safe, and diverse environment, a city can support the psychological well-being of its residents. As Gladwell et al. (2013)

concluded, green areas play a great role in this mission. The city can also provide areas and services that help the citizens to relax for a moment in the middle of their hectic life.

#### **2.3.4. Social Well-being**

The last dimension of well-being mentioned in the model of Dodge et al. (2012) was the social well-being. Social well-being is composed by the relationships that the individual has, and its importance and influence on other dimensions of well-being can be easily underestimated. Helliwell and Putnam (2004: 1435) support this view by stating “Social capital [...] is found to support both physical health and subjective well-being”. Here, Helliwell and Putnam use the term ‘social capital’ to refer to the effect in both production and well-being caused by social networks, but the main focus on this literature review, and thesis in general, is in its effects on the well-being.

Helliwell and Putnam (2004) show that participating in community activities can have major effect in individual’s social well-being, as it will often lead to formation of new relationships. Additionally, they conclude that community-level participation increases the trust in others, which further advances the social relationships of the individual. However, the level of participation of the individual in question and other members participating in the same activity seem to influence the amount of social well-being gained or lost through these activities (Helliwell & Putnam, 2004; Nie et al., 1996), so it is cannot be taken as a certain that community-level participation would always lead into a positive effect on one’s social well-being. This is since the relationships formed thanks to the community-level participation can also be negative, i.e. decrease trust and other constructs of social well-being.

Alike with physical and psychological well-being, a city can have very limited direct influence on individual’s social well-being. However, again similar with the physical and psychological well-being, the city can have an indirect effect. It can help the formation of positive relationships between individuals by providing environments and services, e.g. events and facilities where people interested in similar values and hobbies can form and nurture their communities. Multiple actions taken by the city, such as social care, increase the social well-being, but since they have no practical application to the very case of Kalevankangas, they can therefore be ignored in this thesis.

## **2.4. Well-being in City Branding Context**

### **2.4.1. Can well-being be used as the base of a city brand?**

Caldwell and Freire (2004) argue in their study that cities should have the functional characteristics of a city in the core of their brand identity. They suggest that these attributes are more transformed more realistically through different communication mediums to the eventual stakeholders of the city. Therefore, it could be argued that well-being, categorized as a representational attribute, cannot be used effectively in city branding.

Despite being categorized as a representational attribute by Caldwell and Freire's study, well-being is closer to a functional characteristic than most representational attributes. As discussed in the previous chapter of this literature review, well-being is very individual and significantly affected by what one does in their life. Additionally, well-being has many practical implications: physical activities, relaxation services, events, and many more, most of which can be counted as functional attributes. Therefore, well-being is close enough to a functional characteristic and can be used successfully in city branding.

However, that was not the only question that has to be asked about using well-being in city branding. Can well-being be used as the umbrella brand described by e.g. Zenker & Braun (2010), covering all the stakeholders a city has? As Rainisto (2003) and Hankinson (2001) pointed out, there is a lack of literature and especially case studies in place branding. Moreover, even the few case studies that exist can be argued to be location specific, thus not universally applicable. This shortage of scholar studies, which exists to this day, limits the extent to which this question can be answered with universal theories. However, the answer to the question of well-being's ability to work as the umbrella described in corporate brand theory can be derived from the composition of well-being and the specific case of Kalevankangas itself.

Kavaratzis (2004), and Zenker and Braun (2010) showed, the city brand needs to be wide enough to cover all the main audiences. Additionally, Zenker and Braun showed how each target audience can have a specific sub-brand. As shown in multiple

researches (e.g. Cella, 1994; Gladwell et al. 2013; Dodge et al. 2012), well-being has multiple dimensions, which all have multiple sub-dimensions, so it can be stated that well-being fulfills the requirements of being wide enough to work as the umbrella brand.

In the specific case of Kalevankangas, well-being would be used to brand only a district of a city. Caldwell and Freire (2004) observed that the smaller the area being branded, the easier it is to be identified with correct characteristics. Therefore, there should be no obstacle in using well-being as the core brand of Kalevankangas.

#### **2.4.2. How to apply well-being to city branding?**

Aitken and Campelo (2009) remind that each place has their specific social and historical attributes, which affect the brand construction process. However, as already discussed in this literature review, the best way to brand places, especially cities, is to adjust the models of corporate branding theory to fit the specific characteristics and needs of the place being branded. Remodeling the existing frameworks accounts for the special attributes of each place. Therefore, the existing frameworks can be adjusted to support both the location specific characteristics and well-being as the core of the brand. Pictures of all the frameworks mentioned in this chapter can be found from the appendices-section of this bachelor's thesis.

Multiple frameworks have been created by academics to describe, how place branding could be done in practice. Rainisto (2003) made a general framework that can be applied universally to place branding. He suggested that the main pieces of place brand are, for instance, public-private partnerships and leadership, vision and strategic analysis, and place image and identity. However, these factors are more concentrated towards measuring the successfulness of place branding, instead of offering a practical roadmap that would help in the branding process. Therefore, it is no surprise that Kavaratzis (2009) noted Rainisto's model to be more applicable for marketing places as business locations. Because this is not the appropriate perspective in the case of Kalevankangas, the framework by Rainisto (2003) cannot be effectively used with it.

A hexagon framework by Anholt (2006) was primarily made for evaluating the effectiveness of branding (Kavaratzis, 2009), but it comes in handy during the branding process as well, since it acknowledges multiple areas that will influence opinions about



the city's brand image. As the hexagon name already reveals, the framework consists of presence, place, potential, pulse, people and prerequisites. Especially interesting are the place and prerequisites categories, since they are most suitable for the well-being context.

Balmer (1998) introduced the framework 10P's of the Corporate Marketing Mix. This model was originally made for corporate branding, but as it has become evident corporate branding theories are very applicable to city branding. The framework is of circular shape and has "philosophy" in the middle and all the other categories are expanding from it. However, coming from the corporate branding side, this framework obviously needs to be adjusted to city branding context. Nevertheless, the model offers great base that can be used in the branding process, since the "philosophy" can be seen as well-being, and other categories surrounding the center in the original framework can be easily replaced with categories that are more useful with well-being being in the center of the framework.

The last framework that will be discussed here comes from Kavaratzis (2004). His framework puts special emphasis on the brand image communication, which has been determined to be crucial for a successful branding process. This framework distinguishes unintentional and intentional communication (Kavaratzis, 2009). Distinguishing these two is necessary with using well-being in branding, since the sense of well-being will be conveyed to the stakeholders through both of them. However, if the intentional communication (e.g. PR, advertising) promotes the place to increase well-being, but the practice, i.e. unintentional communication, like infrastructure, shows that the place actually does not promote well-being, the whole branding effort goes down the rathole. Kavaratzis (2004) further divided the image communication into primary, secondary, and tertiary communication, and showed the relationships among them, so it gives clear image about the communication as a whole.

## **2.5. Analysis of a Previous Case Study**

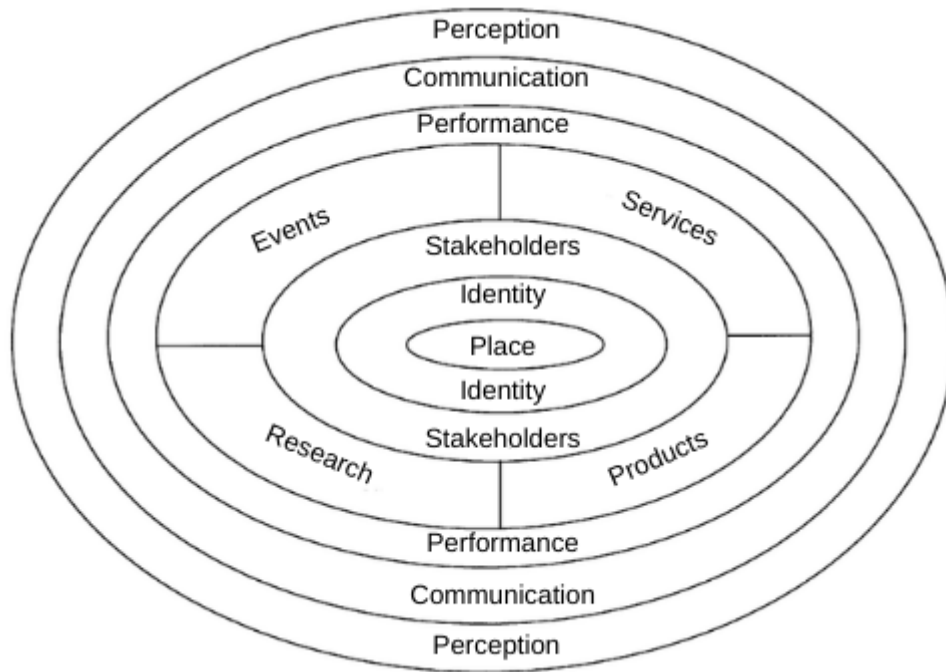
Despite the lack of them, there are a few case studies about place branding that provide useful information for this bachelor's thesis. The main benefit gained from these case studies is that they provide examples of the pitfalls in the place branding practice, and acknowledging these pitfalls obviously helps avoiding them. In this sense, one of

the previous case studies turned out to be especially helpful, and it will be briefly discussed in this chapter.

Hankinson (2001) made a case study about the branding practices of 12 English cities. Despite a city is more complex by its nature compared to a single district of a city, like Kalevankangas, Hankinson made many observations that benefit branding of a city district as well. One of the most important observations was that the brands were too wide and did not have a clear core identity that would have been backed up by multiple stakeholders. The same phenomenon was recognized inside the city administration, too, where different departments were pursuing different brands for the city. Additionally, the city administrations were mainly focusing only on the communication of the brand, i.e. brand image, instead of first establishing a brand identity.

Derived from the findings of Hankinson's (2001) case study, it can be stated that, in order to work effectively and as intended, the brand needs to be carefully designed and adjusted to the specific characteristics of the place. Without clear and coherent identity, the brand image communication will be ineffective and deliver inconsistent messages about the place brand. Additionally, the branding actions should not focus primarily on the brand image communication, but to actually enhancing the brand identity. Secondly, the brand cannot be created only by the city administration, but it needs to be established in collaboration with the stakeholders of the place. When different stakeholders are participating in the planning process, the brand will eventually be better adjusted to suit the place and it will also be supported by the stakeholders, too, instead of only the city administration. This gives the brand better odds to actually thrive, compared to the city administration trying to push the place brand. Thirdly, the different departments inside the city administration needs to pull together towards the same brand identity, instead of each department chasing a different brand.

## 2.6. Conceptual Framework



*Figure 2.1. Conceptual framework*

The conceptual framework is generally applicable and can be used for branding a city or a district of a city with almost any desired attribute. This perspective was taken, since it has become evident that most of the case studies in place branding literature and their findings are too location specific to be directly applied universally. The framework is based on the theories discussed and analyzed in this literature review, but particularly it is based on Balmer's (1998) 10P's of the Corporate Marketing Mix, since it offers the greatest perspective about the branding process as a whole.

The framework becomes ground-breaking as well-being is used as the place brand identity, since no previous research has done a case study from such perspective. Applying this framework to the case of Kalevankangas is extremely easy, as the different sections of the framework are meant to be replaced with the specific characteristics of the place in question. Therefore, the framework for Kalevankangas would be the following:

<b>Attribute in the conceptual framework</b>	<b>Corresponding attribute in the context of this research</b>
Place	Kalevankangas
Identity	Well-being
Stakeholders	Main stakeholders: The City of Mikkeli, Active Life Lab, Saimaa Stadiumi, XAMK, citizens of Mikkeli
Services	Services provided at Kalevankangas
Research	Active Life Lab
Events	Events taking place at Kalevankangas
Products	Products & Facilities of Kalevankangas
Performance	The performance and quality of services, research, events, and products at Kalevankangas
Communication	Primary, secondary, and tertiary communication of the well-being brand
Perception	The perception of the well-being brand by different stakeholders of Kalevankangas

*Table 2.1. Attributes of the conceptual framework in the context of Kalevankangas*

By using this framework, Kalevankangas can be branded both effectively and practically.

## **2.7. Summary of the Literature Review**

This literature review has gone through the basic terminology of place branding and well-being, and also showed that well-being can indeed be used as the core of a place brand. Using models from corporate branding theory increases the validity of place branding, since the multiple stakeholders of places can be taken into account better than with product branding theories. Additionally, using corporate branding theory makes it easier to create a brand that can cover all of the necessary stakeholders and their different needs. Similarly, when branding with a multidimensional attribute, such

as well-being, it is necessary to recognize the most important dimensions for the case on hand, so the different dimensions can be effectively used in the branding process.

### **3. DATA AND METHODOLOGY**

#### **3.1. Case Study Method**

Kalevankangas is one district of the City of Mikkeli, which supported choosing case study as a method for conducting this research, since case study focuses on fully understanding the attributes and dynamics present in a single environment (Eisenhardt, 1989). The method enables a research to perform an analysis on an intricate issue (Fidel, 1984), which the branding of Kalevankangas certainly is, taking into account all of its diverse stakeholders. Additionally, by using case study method, this research can go deeper than just analyzing statistics, which is the usual approach with purely quantitative studies. However, in order to gain comprehensive knowledge of the topic, this research, too, uses multiple methods of collecting data, which is a common practice for case studies (Eisenhardt, 1989; Zainal, 2007). In this research, qualitative interviews were conducted to get an overview of the plans and opinions of different stakeholders who run operations at Kalevankangas. Quantitative survey was conducted to find out how the citizens of Mikkeli, who are the main customers of services provided at Kalevankangas, currently see the brand of Kalevankangas. Using both of these information collection methods, the research is able to build a comprehensive image of the desired brand of Kalevankangas and provide branding suggestions the stakeholders of Kalevankangas can then use as tools of improving the brand image, brand identity, and brand awareness of Kalevankangas as a well-being provider.

#### **3.2. Data Collection**

The research is based on both primary and secondary data. The secondary data was collected via online services like Google Scholar and Aalto Finna, but also through traditional library services. The secondary data was thoroughly discussed in the literature review section of the research and it was used as the base of the conceptual framework used to conduct the empirical part of the research. Primary data of the research was collected via qualitative interviews with representatives of important stakeholders and also via a quantitative survey conducted online.

### 3.2.1. Qualitative Interviews

Qualitative interviews are one of the most useful ways to gain detailed knowledge about the operations and plans of different stakeholders (Yeung, 1995), which makes them fit well to the case study method. The interviews of this research were conducted with four stakeholders who the researcher saw as the most important for Kalevankangas 2030 development project: South-Eastern Finland University of Applied Sciences (XAMK), The City of Mikkeli, Active Life Lab (ALL), and Saimaa Stadiumi (Stadiumi). A time for an interview was arranged with representative of each of these stakeholders, one at a time. A notable point is that the interviews were conducted in collaboration with another student writing their bachelor's thesis about Kalevankangas 2030 development project, as the student also needed to interview the very same stakeholder representatives required for this research. Each interview lasted 40-60 minutes and had no prepared structure or questions, since the purpose of the interviews was to gain information about the specialities of each of the aforementioned stakeholders. The interviews took place in the facilities of the stakeholder whose representative was being interviewed, most often in the representative's personal office.

<b>Name of the stakeholder</b>	<b>The interviewed representative of the stakeholder and their role</b>
South-Eastern Finland University of Applied Sciences	Anu Haapala, Research Director
The City of Mikkeli	Aki Kauranen, Strategy and Development Manager
Active Life Lab	Arto Pesola, Research Manager
Saimaa Stadiumi & Concert Hall Mikaeli	Antti Kalliomaa, General Manager

*Table 3.1. Interviewed personnel from each stakeholder*

The qualitative interviews were conducted in Finnish, since it enabled the interviewees to give as detailed answers as they could without having to focus on correct translations. The interviews were audio recorded by the interviewer and later, one interview

at a time, translated to English. Due to lack of resources, the translations were not confirmed to be correct with the interviewees after they were translated. However, before the publication of this research, the interviewed stakeholder representatives received the parts of the research that concerned their organization via email and had the possibility to correct any mistranslations or misunderstandings made by the interviewer. This procedure was taken to increase the accuracy of the research, but also to ensure that any information the interviewees do not want to go public was not included in the public version of the research.

### **3.2.2. Quantitative Survey**

Despite qualitative interviews offered a detailed understanding of how the operators at Kalevankangas saw its brand and can develop it further, they did not reveal how Kalevankangas was viewed by its customers: the fifth important stakeholder of Kalevankangas. Quantitative survey was chosen as the method of acquiring this important information, because performing qualitative interviews with the citizens would have been very time-consuming and thus unpractical due to lack of available resources. Additionally, the researcher came into conclusion that detailed information provided by qualitative interviews was not needed this time, and more general information gained via answering to a quantitative survey will be sufficient enough to make necessary findings. The online survey was open between February 24<sup>th</sup>, 2020 and March 13<sup>th</sup>, 2020. The language of the questionnaire was chosen to be English, so that the researcher would not need to translate the answers of the survey and thus avoid any possible errors due to translating. The respondents were informed that their answers to the questions will remain anonymous and answering to the survey is voluntarily.

#### **3.2.2.1. Survey Design**

The quantitative survey was conducted via internet survey tool Webropol, to which every Aalto University student has free access to. The questions of the survey were built to measure how the citizens currently perceived three different dimensions of Kalevankangas as well-being provider: brand image, brand identity, and brand awareness. These three categories were chosen, since they supported the conceptual



framework and objectives of this research, and they were also used to code the qualitative interviews. Additionally, Chandon (2003), and Pars and Gulsel (2011) have proven them to be measurable. Most of the questions in the online survey were inspired by Chandon's work or copied from it and adapted to the context of Kalevankangas. For example, Chandon's question "When you think of Nike, what comes to mind?" was used in the online survey as the base of the question "When you think about Kalevankangas, what comes to your mind first?". To ensure the survey measured right variables and was understandable by the respondent, a test run of the survey was completed. The questions used in the online survey can be found from appendix 2 of this research.

#### 3.2.2.2. Survey Sample

The group of respondents of the quantitative survey was chosen to consist of the citizens of Mikkeli, since they are the main customers of Kalevankangas. Due to practicality reasons and lack of resources, the sampling method was used to be convenience sampling, meaning that the most convenient respondents to the researcher, who still fulfilled the requirement of being a current citizen of Mikkeli, were chosen to answer the survey. Therefore, the online link to the survey was sent via email to all first, second, and third year students and some of the faculty at the Aalto University Business School, Mikkeli Campus, BScBA-program. Additionally, to increase the reliability of the survey, an internet link to the survey was also sent to some of the employees of The City of Mikkeli by email via Aki Kauranen, the representative of The City of Mikkeli in the qualitative interviews. The researcher also visited the Kalevankangas Day event that was organized in Kalevankangas on 1<sup>st</sup> of March 2020 and collected answers to the survey from the visitors of the event.

The quantitative survey recorded 60 finished responses in total, out of 126 people who opened the link to the survey and 75 people who started answering the survey. The amount of responses remained lower than initially expected, despite the best efforts of the researcher to collect more answers from appropriate respondents. Many of the contacted people did not even want to start answering to the survey after they were told what it is about and for what purpose it is conducted for. The issues relating to the

low amount of responses and other possible factors decreasing the reliability of the quantitative survey will be further discussed in the section for limitations of the research.

### **3.3. Data Analysis**

#### **3.3.1. Analysis of the Qualitative Data**

After the translations and conducting the transcripts of the interviews, the findings from the qualitative data were coded into six categories: factors supporting well-being as the base of brand image, brand identity, and brand awareness, and the factors decreasing well-being as the base of the aforementioned three key components of a brand.

#### **3.3.2. Analysis of the Quantitative Data**

After the quantitative data was collected, it was transported from Webropol to IBM SPSS Statistics 26 software. In SPSS, the data was coded and analyzed in order to find any type of relationships or correlations between certain values of data. These efforts were carried out mostly through descriptive statistics, e.g. crosstabulations and frequency tables.

## **4. FINDINGS & ANALYSIS**

### **4.1. Qualitative Interviews**

The findings from qualitative interviews are presented in this section and these findings and their possible meanings to the Kalevankangas brand are then further analyzed. As an effort to increase the clarity within findings relating to each of the interviewed stakeholders, the findings from each stakeholder are presented in their individual chapters. Additionally, the section begins with a chapter of general findings relating to all of the stakeholders, thus introducing the reader to the topic and preparing them for the upcoming, more detailed findings. A codebook concluding the key findings from the qualitative interviews can be found from the appendix 1 of this research.

#### **4.1.1. General Findings**

All of the interviewed stakeholders emphasized the importance increasing collaboration between the stakeholders and business operators at Kalevankangas (Haapala, 2019; Kauranen, 2019; Kalliomaa, 2020; Pesola, 2020). An example of this collaboration would be developing a common reservation system for all facilities, which was suggested by Haapala, based on the information she had received from the Kalevankangas 2030 development project executives. A more comprehensive facility management was pointed out as a desirable goal by Kauranen, who hoped it would e.g. make it easier for Kalevankangas to host large events. Considering the main objective of Kalevankangas 2030 development project to turn Kalevankangas into an “oasis of well-being”, an important finding was that all of the stakeholders agree on the fact that Kalevankangas needs to get rid of its image of being only a sporting facility. Additionally, all of the stakeholders seem to have a clear understanding of how in the beginning the Kalevankangas 2030 development project is and thus they are all open to different ideas and proposals relating to their operations. All of the stakeholders were also eager to learn how to develop their operations into a direction that would benefit the brand of Kalevankangas as a well-being provider. The need for better communication among the stakeholders was also mentioned in each of the interviews and there was a

consensus that Kalevankangas needs to create ways to be more attractive in the eyes of businesses.

Haapala (2019) also raised a question about the support services of Kalevankangas: are there enough accommodation services or alternative activities in the city, if Kalevankangas starts to lure big amounts of tourists? Additionally, she pointed out that some of the facilities and infrastructure in Kalevankangas are getting old, e.g. the indoor football hall, and they would need renovation. However, after the construction of Saimaa Stadiumi and renovation of the ice hockey arena, the facilities are generally on a good level.

Pesola (2020) said in his interview that the stakeholders of Kalevankangas 2030 development project should maybe consider renaming the brand, as Kalevankangas as a name is long and does not really tell what kind of services are produced in the area.

#### **4.1.2. South-Eastern Finland University of Applied Sciences (XAMK)**

Haapala (2019) told in her interview that Saimaa Stadiumi, which was opened in March 2018, was originally built to provide well-being to the citizens of Mikkeli as a whole. Currently, XAMK is the majority owner of Saimaa Stadiumi (Stadiumi), but The City of Mikkeli – which is at the moment a minority owner – will gradually buy the majority ownership from XAMK during the upcoming 15 years.

XAMK has two study programs that are based on well-being and actively use the facilities of Active Life Lab in Kalevankangas: International undergraduate program *Well-being Management*, which is completed in English, allowing international students to study in the program. This program was also the most popular program in the whole XAMK, as only one of 20 applicants got accepted to the program, breaking the previous popularity records (Pesola, 2020). The other study program, graduate-level *Data-perusteisten hyvinvointipalvelujen kehittäminen* (Development of Data-based Well-being Services) is studied in Finnish but continues from where the undergraduate program ends at and deepens the students' knowledge of using data as comprehensive part of well-being services.

#### **4.1.3. Active Life Lab (ALL)**

Active Life Lab (ALL) is a research center owned by XAMK, and it operates as a part of XAMK's Sustainable Well-being -focus area. However, ALL has to operate within a certain set of rules that XAMK has for their research centers and it collaborates closely with XAMK's study programs, especially the aforementioned Well-being Management program, whose students are taught how to use the equipment at the smart gym in ALL. Simultaneously, ALL collects well-being data from the students in the program and students can follow and analyze development in their personal well-being based on the data (Pesola, 2020).

According to Pesola (2020), ALL is a unique research center in Finland and even world-wide, as its main focus is to research the effectiveness of well-being services, whereas most of similar research centers focus on healthcare research. Currently, ALL has over 10 ongoing projects (Haapala, 2019), for instance: Freeride-project that investigates the effects of Mikkeli's free public transportation to children's health and physical activity, CARVE-project that develops systems to measure the circadian rhythm and the gained information is used to tune work that is mentally very stressful or exhausting and thus affect the circadian rhythm, and lastly HyviöPro-project that aims to create a mobile app that could be used to measure the effectiveness of well-being services without having the patient physically in the research center. All of the mentioned projects utilize advanced well-being measurement and analysis methods and they are completed in collaboration with international partners (Pesola, 2020), which underlines the fact of the high-quality research conducted in Active Life Lab.

Active Life Lab operates on a project basis and they have to apply for different kind of grants and funds for their research projects (Pesola, 2020). Because these funds are often given by public sources or organizations, it sets strict limits to which kind of business collaboration ALL can perform with the projects that receive these funds. Therefore, the only actual business collaboration that ALL currently has is with Finnish smart gym equipment manufacturer *HUR*. However, together with Saimaa Stadiumi, ALL could offer well-being service packages for businesses to come to Kalevankangas and use the facilities and equipment of ALL to first measure the well-being data of the company's employees and based on this data create well-being development programs for the employees. Offering these services would not require any funds from public

sources and through collaboration Stadiumi and ALL could offer services in such quantities – maintaining the high-quality – which their competitors cannot.

Active Life Lab's close collaboration with The South Savo Social and Health Care Authority (Essote) provides them with weekly users who have agreed to give their well-being data for ALL to storage to their database and use in their researches. As a reward, these participants of Essote's lifestyle coaching program can use ALL's smart gym for free on given times, receive the data about their well-being, and use this data to further develop their well-being. The amount of weekly users of the smart gym is around 200 (Pesola, 2020), consisting of XAMK students, the participants of Essote's program, and other possible users. These weekly users who already exist allow ALL to conduct well-being research in very agile way, without having to gather a different test group for each research. Additionally, these users provide broad amount of data to ALL's databank to be used in future researches.

Active Life Lab is a part of Business Finland's Testbed network that connects representatives of different well-being testing platforms in Finland together. Via this network, ALL can receive synergy benefits but also together the members of the network can try to reach international markets, as a bigger entity. As of now, ALL has had business collaboration with international partners from Germany and Russia (Pesola, 2020).

The strengths of Active Life Lab are its close connections to the daily ground-level research, Essote, and the quality and uniqueness of its research, which is also its biggest marketing asset (Pesola, 2020). Additionally, the region of Southern Savonia is one of the most ageing regions in Finland, which offers ALL good possibilities to conduct research on how to maintain and increase the well-being of ageing population. However, the downside of ALL is that it is not very well-known operator even among the citizens of Mikkeli, which hinders its possibilities to provide benefits for the Kalevankangas brand. Additionally, even some of the stakeholders at Kalevankangas do not have a clear sense of what kind of collaboration they could do with Active Life Lab to further develop the Kalevankangas brand. Another downside is that the operations of ALL are currently limited to Mikkeli and Kalevankangas as physical locations, but ALL is also developing new ways to measure well-being remotely, like the HyviöPro mobile application. In addition, ALL is keeping an eye on possible chances to expand their operations also outside of Mikkeli, e.g. to Savonlinna.

Despite knowing their research field thoroughly, Pesola (2020) did admit that ALL does not really have a plan how they should brand themselves, since Active Life Lab views the high-quality research as the best self-marketing it can do. Limited amount of resources and personnel have an impact on the marketing of ALL, and Pesola mentioned that the communication to the public could be better, but it is also regulated by XAMK's communication policies. Active Life Lab recently got a special permission to put up their own Facebook page, which is usually not allowed for research centers part of XAMK. However, through XAMK's new phenomenon-based research project communication policies, ALL can now reach its target audience better and also be nationally newsworthy, as the Freeride-project was reported in one of the biggest newspapers in Finland, *Ilta-lehti*.

#### **4.1.4. The City of Mikkeli**

For the City of Mikkeli, the main objectives of Kalevankangas 2030 development project is to lure businesses to Kalevankangas, create jobs there, and establish new sources of well-being in the area (Kauranen, 2019). Therefore, the future Kalevankangas would follow the triple-helix theory, where businesses, public administration, and research conductors all work together and combined create something new. Since City of Mikkeli has supported Kalevankangas 2030 development project with major investments, it is one of the key strategic elements of the city. However, it is not the only development project the City of Mikkeli has: EcoSairila, a new center of recycling economy, and Memory Campus, the center of digitalized knowledge and archives, are the other development projects the city currently has.

Kauranen (2019) revealed that the City of Mikkeli is the owner of the Kalevankangas 2030 development project, but it has coordinated the operative responsibilities of the project to XAMK, which is considered a reliable operator by the city administrators. This procedure was taken as it cheaper for the city to outsource the operations than to hire a coordinator for each of the development projects. City of Mikkeli can place an "order" – as Kauranen puts it – to the operator and thus ask them to create development possibilities for certain things, e.g. collaboration between the stakeholders. Therefore, Kauranen sees the development project of Kalevankangas as the possibility to find out what is unique in Kalevankangas and how could it be used to benefit the

whole city. Since the Kalevankangas 2030 development project is very young – began in Autumn 2018 – this uniqueness is still hidden, but it is known to center around well-being.

The City of Mikkeli does not want to make Kalevankangas just a big sporting facility, but specifically develop its operations as a comprehensive well-being provider. Currently, Kalevankangas has many sporting facilities – Saimaa Stadiumi, ice hockey arena, the indoor football field – but lacks on the areas of psychological and cultural well-being. Therefore, as Saimaa Stadiumi and Concert Hall Mikaeli nowadays have the same general manager, Kauranen (2019) was ready to expand the thinking of the area of Kalevankangas all the way to Mikaeli, as it is now linked closely to operations at Kalevankangas. Seeing Mikaeli as part of the development project increases the comprehensiveness of well-being services offered at Kalevankangas. Additionally, as other organizations in the city, such as Centre of War and Peace Muisti, organize events at the premises of Kalevankangas, it increases the comprehensive well-being brand of Kalevankangas.

The City of Mikkeli is not prepared to do any more investments to Kalevankangas area – although the situation of the renovation of the indoor football field is unclear – so the development project needs to take an innovative approach to figure out what new could be built with what Kalevankangas already has (Kauranen, 2019). Therefore, Kauranen sees the biggest challenge of Kalevankangas to be attracting the businesses and customers. Since Mikkeli has over 10 000 summer cottages, the population of the city grows significantly during the Summer. If these people would go and use the services at Kalevankangas, it would increase the reputation of these services. Moreover, if Kalevankangas itself would attract tourists, it would benefit the whole city. Attracting businesses to Kalevankangas would be best done through the high-quality well-being research conducted there by Active Life Lab. The research dimension is valuable also because it opens up possibilities to join highly esteemed networks and being part of these networks already attracts businesses to Mikkeli (Kauranen, 2020).



#### **4.1.5. Saimaa Stadiumi (Stadiumi) and Concert Hall Mikaeli (Mikaeli)**

According to Kalliomaa (2020), Stadiumi's strategy has three cornerstones: being a sports facility, being an event venue and building a comprehensive well-being campus around Stadiumi's operations as the part of the Kalevankangas 2030 development project. As a well-being campus, Stadiumi would offer experiences, exercising possibilities, research and development via Active Life Lab, and a platform for start-ups and other well-being businesses. Since Stadiumi is a central piece of Kalevankangas, also location-wise, it also wants to be in the front line of developing the area. Concrete example of this development is having Stadiumi and Mikaeli nowadays under the same organization, which has already brought flexibility into operations of both facilities, as meetings can be arranged to the other location, if the first one happens to be already booked.

Stadiumi has regular users during the weekdays, who need to be taken into account while planning any other events to be organized. However, the downside of this is that even though the whole Stadiumi would be rented by regular users twenty-four hours a day, seven days a week, it would not be enough to make the operations break-even (Kalliomaa, 2020). Therefore, Stadiumi needs to host events and generate ways to bring added value to business meetings in order to attract them to Stadiumi, thus making the operations profitable. To reach this goal, Stadiumi is developing its operations into the direction of being a more comprehensive service provider than it currently is. Currently, Stadiumi can offer a comprehensive well-being service package to businesses with 50-100 employees, but in collaboration with Active Life Lab – which is possible thanks to a collaboration contract between these two parties that became effective on January 1<sup>st</sup>, 2020 – it should be possible to offer the package for businesses with 500 employees in the future. Stadiumi has also negotiated collaboration contracts with local businesses for e.g. accommodation and transportation of their customers (Kalliomaa, 2020).

Stadiumi provides well-being to the citizens mostly by offering enjoyable activities and enhancing social well-being through group activities and meeting people (Kalliomaa, 2020). Although Stadiumi offers mostly possibilities for physical exercising, most of the physical activities are performed with friends or other acquaintances, e.g. all team sports or senior gymnastics mornings. Additionally, Stadiumi has hosted concerts and

exhibitions, which both provide cultural, thus psychological well-being. Organizing big events is also currently the key that makes the operations of Stadiumi profitable.

Kalevankangas offers versatile premises that can host multiple types of events from agriculture exhibitions to free-time or camper van exhibitions. These events could possibly bring tens of thousands of visitors to Kalevankangas and Mikkeli, which would benefit the city as a whole. However, organizing such big events successfully requires collaboration of all the key operators at Kalevankangas. In addition, most of the big exhibitions are already organized somewhere else, so Kalevankangas would first need to show the organizers of the exhibitions why Kalevankangas is a better place to have their event than their current location (Kalliomaa, 2020).

A downside of Stadiumi and the Kalevankangas area as a whole is that the citizens of Mikkeli have the perception that Kalevankangas is a remote location, since it is 2,5 kilometers away from the absolute city center. This image is most likely affected by the fact that everything else in the city center is within an exceptionally small distance for a city such big as Mikkeli (Kalliomaa, 2020). Changing this perception has also being somewhat neglected so far, as Stadiumi has mostly focused on developing its internal operations first, as it has been operating for only two years. However, Kalevankangas 2030 development project is expected to offer solutions on how the aforementioned perception could be changed.

The communication of Stadiumi has so far being local and regional, covering the areas of Mikkeli and Southern Savonia. However, marketing communications are being renewed as a part of the development of a new marketing strategy (Kalliomaa, 2020). Electronic platforms, like Google's targeted marketing, are effective mediums of advertising, as they could show the well-being service package for businesses for someone who just searched Google with a similar term. Practicality reasons limit the geographic area of possible customers, as it is not feasible for an individual to travel all the way from Ostrobothnia to come spend a day at Kalevankangas. However, for a business from Helsinki an employee well-being day at Kalevankangas could still be reasonable.

A good example of a national organization that thought Kalevankangas adds value to their operations is the Finnish Volleyball Association, which hosted international games of the Finnish men's national team at Stadiumi (Kalliomaa, 2020). The feedback gained from people who come further away to visit events at Kalevankangas has been mainly

extremely positive (Kalliomaa, 2020). The visitors have been surprised how modern facilities Stadiumi has and how they can be available for even smaller operators, since especially in the capital area the modern premises are reserved to the use of only the few biggest operators.

The addition of the climbing wall and SuperCorner are expected to serve as an alternative activity for families with children and young adults during the Summer, as the regular users do not use Stadiumi during the Summer months. Increasing the attractiveness and profitability of Stadiumi during the Summer is one of the biggest current development issues, as it is a fact that people do not do indoor activities when the weather outside is good (Kalliomaa, 2020). Additionally, Visulahti being less than 10 kilometers away is a serious competitor during the Summer. Despite the steep increase of the city population during the Summer, it is still not enough to provide customers for both operators.

## **4.2. Quantitative Survey**

In this part, the findings based on the quantitative survey will be reported and these findings and their effect to the Kalevankangas brand will be analyzed. The findings are presented in clusters, so the questions measuring same variables or relating to the same theme are reviewed in same chapter, to make the findings and their interrelatedness easier to understand.

Since only one respondent felt they did not belong to either 'male' or 'female' gender category, there is not enough data to make reliable analysis for the answers not belonging to 'male' or 'female' categories. Therefore, throughout the analysis section, gender related analyses will only be conducted for 'male' and 'female' categories.

#### 4.2.1. Brand Identity

##### To me, Kalevankangas is...:A sports venue \* Gender Crosstabulation

Count

		Gender			Total
		Male	Female	I wish not to answer	
To me, Kalevankangas is...:A sports venue	Disagree	5	2	0	7
	Slightly disagree	4	1	0	5
	Neither disagree or agree	1	0	0	1
	Slightly agree	8	13	0	21
	Agree	9	16	1	26
Total		27	32	1	60

Figure 4.1. Crosstabulation: Sports Venue & Gender

##### To me, Kalevankangas is...:A sports venue \* Age Crosstabulation

Count

		Age						Total
		0-17	18-25	26-35	36-45	46-55	56-65	
To me, Kalevankangas is...:A sports venue	Disagree	0	5	0	0	1	1	7
	Slightly disagree	0	4	1	0	0	0	5
	Neither disagree or agree	0	1	0	0	0	0	1
	Slightly agree	0	15	1	2	3	0	21
	Agree	1	10	6	4	3	2	26
Total		1	35	8	6	7	3	60

Figure 4.2. Crosstabulation: Sports Venue & Age

##### To me, Kalevankangas is...:An event venue \* Gender Crosstabulation

Count

		Gender			Total
		Male	Female	I wish not to answer	
To me, Kalevankangas is...:An event venue	Disagree	7	2	0	9
	Slightly disagree	3	6	0	9
	Neither disagree or agree	4	6	0	10
	Slightly agree	11	14	1	26
	Agree	2	4	0	6
Total		27	32	1	60

Figure 1.3. Crosstabulation: Event Venue & Gender

**To me, Kalevankangas is....:An event venue \* Age Crosstabulation**

Count

		Age						Total
		0-17	18-25	26-35	36-45	46-55	56-65	
To me, Kalevankangas is....:An event venue	Disagree	0	9	0	0	0	0	9
	Slightly disagree	0	6	1	1	1	0	9
	Neither disagree or agree	1	6	2	0	1	0	10
	Slightly agree	0	12	3	5	4	2	26
	Agree	0	2	2	0	1	1	6
Total		1	35	8	6	7	3	60

*Figure 4.4. Crosstabulation: Event Venue & Age*

**To me, Kalevankangas is....:A place to relax \* Gender Crosstabulation**

Count

		Gender			Total
		Male	Female	I wish not to answer	
To me, Kalevankangas is....:A place to relax	Disagree	2	2	0	4
	Slightly disagree	3	1	1	5
	Neither disagree or agree	6	6	0	12
	Slightly agree	11	13	0	24
	Agree	5	10	0	15
Total		27	32	1	60

*Figure 4.5. Crosstabulation: Place to Relax & Gender*

**To me, Kalevankangas is....:A place to relax \* Age Crosstabulation**

Count

		Age						Total
		0-17	18-25	26-35	36-45	46-55	56-65	
To me, Kalevankangas is....:A place to relax	Disagree	0	3	0	0	1	0	4
	Slightly disagree	0	3	0	2	0	0	5
	Neither disagree or agree	0	9	2	0	1	0	12
	Slightly agree	0	12	4	2	4	2	24
	Agree	1	8	2	2	1	1	15
Total		1	35	8	6	7	3	60

*Figure 4.6. Crosstabulation: Place to Relax & Age*

**To me, Kalevankangas is....:A place to meet people who have same interests with me**  
**\* Gender Crosstabulation**

Count

		Gender			Total
		Male	Female	I wish not to answer	
To me, Kalevankangas is....:A place to meet people who have same interests with me	Disagree	6	3	0	9
	Slightly disagree	6	8	1	15
	Neither disagree or agree	4	7	0	11
	Slightly agree	9	8	0	17
	Agree	2	6	0	8
Total		27	32	1	60

*Figure 4.7. Crosstabulation: Place to Meet People & Gender*

**To me, Kalevankangas is....:A place to meet people who have same interests with me \* Age Crosstabulation**

Count

		Age						Total
		0-17	18-25	26-35	36-45	46-55	56-65	
To me, Kalevankangas is....:A place to meet people who have same interests with me	Disagree	0	7	0	1	1	0	9
	Slightly disagree	1	10	0	1	3	0	15
	Neither disagree or agree	0	7	0	1	2	1	11
	Slightly agree	0	8	5	2	0	2	17
	Agree	0	3	3	1	1	0	8
Total		1	35	8	6	7	3	60

*Figure 4.8. Crosstabulation: Place to Meet People & Age*

**To me, Kalevankangas is....:A center of comprehensive well-being \* Gender Crosstabulation**

Count

		Gender			Total
		Male	Female	I wish not to answer	
To me, Kalevankangas is....:A center of comprehensive well-being	Disagree	4	2	1	7
	Slightly disagree	6	4	0	10
	Neither disagree or agree	3	15	0	18
	Slightly agree	10	8	0	18
	Agree	4	3	0	7
Total		27	32	1	60

*Figure 4.9. Crosstabulation: Center of Comprehensive Well-being & Gender*

To me, Kalevankangas is....:A center of comprehensive well-being * Age Crosstabulation		Age						Total
Count		0-17	18-25	26-35	36-45	46-55	56-65	
To me, Kalevankangas is....:A center of comprehensive well-being	Disagree	0	7	0	0	0	0	7
	Slightly disagree	0	7	0	2	0	1	10
	Neither disagree or agree	1	8	3	1	5	0	18
	Slightly agree	0	9	3	2	2	2	18
	Agree	0	4	2	1	0	0	7
Total		1	35	8	6	7	3	60

*Figure 4.10. Crosstabulation: Center of Comprehensive Well-being & Age*

From figures 4.1. to 4.10. we can see what Kalevankangas is to the respondents, i.e. how they see Kalevankangas' brand identity. In general, the answers between male and female respondents were divided equally, without significant difference between how male and female see Kalevankangas. This suggests both genders see Kalevankangas' brand identity in a similar way, which also means that in order to increase the brand identity perceived by the citizens, stakeholders of Kalevankangas do not have to take different approaches for male and female citizens.

However, the younger the respondents were, the more disagreeing they were with the suggested brand identity of Kalevankangas. This would suggest that citizens under 25-years-old see Kalevankangas very differently from the other age categories. However, as nearly all of the respondents in the category of 18-25-years-old were university students, who have not lived long in Mikkeli, it might be that the identity of Kalevankangas is unclear to them. From this it can be derived that understanding the identity of Kalevankangas as a comprehensive well-being provider requires the citizen to be very familiar with the area. More information about this possible issue is expected to be found when it is time to analyze how familiar the respondents are with Kalevankangas.

It is clear that the vast majority of the respondents see Kalevankangas as a sports venue and a place to relax. Additionally, less than 20% do not see Kalevankangas as a sports venue or a place to relax. The number of 'neither disagree or agree' answers is fairly high on the question about Kalevankangas as a place to relax, but it is still significantly lower than the number of answers on options 'slightly agree' and 'agree'. Therefore, it can be concluded that the brand identity of Kalevankangas is on a good

level what comes to sporting facilities and a relaxation opportunities – which are both offered by e.g. the nature in the area.

Kalevankangas' identity as an event venue is also agreed by the respondents, as just over half of them said to agree with the claim. However, 81% of the agreeing answers were on the 'slightly agree' option and only 6 people answered to fully agree with the claim. Additionally, ten respondents did not agree or disagree, and both of the negative options received nine answers. Therefore, despite over half of the respondents see Kalevankangas as an event venue, there is a remarkable part of the population who do not see Kalevankangas as an event venue. This phenomenon eventually hinders the stakeholders' ability to transform Kalevankangas' brand image from a sporting venue towards a comprehensive well-being center.

As mentioned in the literature review, social well-being is a crucial part of the overall well-being. 25 respondents see Kalevankangas as a place where they can meet people with same interests, i.e. increase their social well-being, but similarly 24 respondents disagree with the claim. A reason for such huge division between the answers can be looked from how differently these people are likely using facilities and services at Kalevankangas: the respondents who go to Kalevankangas to play sports with their friends, take part in a Jukurit ice hockey game, or go to events organized in e.g. Saimaa Stadiumi are more likely to find social well-being side of Kalevankangas significant. However, if the main purpose for person to go to Kalevankangas is to go for a hike or run alone in the forests and running tracks, they are likely to not have encounters with people with similar interests. Therefore, they can easily overlook the communal side of Kalevankangas as they do not experience it to the same extent as people who do group activities at Kalevankangas.

Although the Kalevankangas 2030 development project is only in the beginning, 25 out of 60 respondents already see Kalevankangas as a center comprehensive well-being. This means that the stakeholders of Kalevankangas have already succeeded to enhance the well-being brand identity of Kalevankangas through their efforts so far. However, similar to the previous question about people with similar interests, the number of respondents disagreeing or slightly disagreeing with the claim is big, 17 out of 60 respondents. The amount of respondents who did not disagree or agree with the claim was also high, 18, which brings the total percentage of respondents not agreeing with



the claim to 58,3%. It means that the stakeholders of Kalevankangas still have work to do in order to make those 58,3% see Kalevankangas as a center of comprehensive well-being, but having already 41,7% of the citizens already see the brand identity of Kalevankangas correctly is a good start.

**I....Think Kalevankangas offers suitable opportunities for me to increase my well-being \* Gender Crosstabulation**

Count		Gender			Total
		Male	Female	I wish not to answer	
I....Think Kalevankangas offers suitable opportunities for me to increase my well-being	Disagree	2	1	0	3
	Slightly disagree	3	3	1	7
	Neither disagree or agree	6	7	0	13
	Slightly agree	9	14	0	23
	Agree	7	7	0	14
Total		27	32	1	60

*Figure 4.11. Crosstabulation: Suitable Opportunities to Increase Well-being & Gender*

**I....Think Kalevankangas offers suitable opportunities for me to increase my well-being \* Age Crosstabulation**

Count		Age						Total
		0-17	18-25	26-35	36-45	46-55	56-65	
I....Think Kalevankangas offers suitable opportunities for me to increase my well-being	Disagree	0	1	0	1	1	0	3
	Slightly disagree	0	3	0	2	2	0	7
	Neither disagree or agree	1	11	0	0	1	0	13
	Slightly agree	0	14	3	3	1	2	23
	Agree	0	6	5	0	2	1	14
Total		1	35	8	6	7	3	60

*Figure 4.12. Crosstabulation: Suitable Opportunities to Increase Well-being & Age*

Figures 4.11. and 4.12. above present the results of another question about a brand identity. As can be seen from the figures, only ten respondents think Kalevankangas does not offer suitable opportunities for them to increase their well-being. On the contrary, 37 respondents see that Kalevankangas offers them opportunities to increase their well-being. This supports the previous findings about Kalevankangas' brand

identity, as the area seems to offer a good variety of activities, facilities, and services to different type of people to increase their well-being. This conclusion is also supported by the fact that the gender division of the answers is again very balanced – when taking into account that the survey had five more female respondents than male respondents – and the relative amount of positive and negative answers does not vary very much based on the respondents' age.

That being said, it has to be noted that nearly 50% of people aged 36 to 55 think Kalevankangas does not offer suitable options for them to increase their well-being, while the other half of people of that age find that Kalevankangas does have suitable opportunities for them. This type of division in two extremes is hard to explain, but personal preference and familiarity with different options at Kalevankangas are the most likely ones behind such phenomenon. Therefore, despite the good results, Kalevankangas is still not ready with its brand identity, as the opportunities to increase well-being can be diversified in order to better fill the needs of the citizens.

#### I...:Would like to see more events in Kalevankangas \* Gender Crosstabulation

Count

		Gender			Total
		Male	Female	I wish not to answer	
I...:Would like to see more events in Kalevankangas	Disagree	2	1	0	3
	Slightly disagree	2	1	0	3
	Neither disagree or agree	5	10	0	15
	Slightly agree	12	8	0	20
	Agree	6	12	1	19
Total		27	32	1	60

Figure 4.13. Crosstabulation: More Events & Gender

I...:Would like to see more events in Kalevankangas * Age Crosstabulation		Age						Total
Count		0-17	18-25	26-35	36-45	46-55	56-65	
I...:Would like to see more events in Kalevankangas	Disagree	0	2	0	0	1	0	3
	Slightly disagree	0	2	1	0	0	0	3
	Neither disagree or agree	0	12	0	0	2	1	15
	Slightly agree	0	10	4	3	3	0	20
	Agree	1	9	3	3	1	2	19
Total		1	35	8	6	7	3	60

*Figure 4.14. Crosstabulation: More Events & Age*

Since events can offer a diverse set of well-being – social, psychological, and physical well-being all in one package – the survey included a question about the amount of events organized in Kalevankangas. The purpose of this question was to determine, would the citizens of Mikkeli want more events to be organized in Kalevankangas – leaving it open which kind of events these would be. The results – presented in figures 4.13. and 4.14. – are clear, as 39 out of 60 respondents would like to see more events at Kalevankangas, whereas only six respondents disagree with the claim. 25% of the respondents neither disagreed or agreed with the claim, which implies they are fine with the current amount of events organized in Kalevankangas, but would not mind if there were more events. Male and female respondents had again similar answering patterns and the majority of each age group agreed with the claim. This means that the will to have more events in Kalevankangas is shared by the citizens of Mikkeli in general, not just by a certain group of the population.

This result is definitely a positive note for the stakeholders of Kalevankangas, as events offer an easier way to diversify the well-being provided at Kalevankangas than establishing completely new operations and activities. On the downside, organizing big events can get expensive and they provide only “disposable” well-being – after the event is over, it does not provide well-being anymore. However, events can have long-term well-being effects, as, for instance, well-organized working life event can help a citizen to find a job, which significantly boosts their overall well-being.

#### 4.2.2. Brand Image

##### When you think about Kalevankangas, what comes to your mind first?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Nature	38	63,3	63,3	63,3
	Events	1	1,7	1,7	65,0
	Well-being	1	1,7	1,7	66,7
	Physical activities	10	16,7	16,7	83,3
	Active Life Lab	2	3,3	3,3	86,7
	Other, please specify	8	13,3	13,3	100,0
	Total	60	100,0	100,0	

*Figure 4.15. Frequency: What comes to your mind first when you think about Kalevankangas?*

From the answers to this question, we can see that vast majority – 63,3% – of the respondents have nature as the first thing coming into their mind when they think about Kalevankangas. This suggest that other elements of Kalevankangas – events, research, sporting facilities – are not familiar enough for the respondents to think them before the nature surrounding the premises. The number of respondents who primarily connect Kalevankangas to nature could also explain why Kalevankangas is so strongly seen as a place to relax, as being in the nature has relaxing effects.

Multiple responses in ‘other’ category – which are provided in appendix 3 – stated that the respondent did not know what Kalevankangas is, which means they are not familiar at all with Kalevankangas brand. Moreover, it also means – combined with the fact that over half of the respondents see nature as the main piece of Kalevankangas – that the brand awareness of Kalevankangas is seemingly weak among the citizens of Mikkeli.

### What is your usual purpose of going to Kalevankangas? \* Age Crosstabulation

Count		Age						Total
		0-17	18-25	26-35	36-45	46-55	56-65	
What is your usual purpose of going to Kalevankangas?	Physical activities	1	16	3	0	5	2	27
	Meeting people	0	3	0	1	0	0	4
	Relaxation	0	6	0	0	0	0	6
	Participating in events	0	4	1	1	2	1	9
	Other, please specify	0	6	4	4	0	0	14
Total		1	35	8	6	7	3	60

*Figure 4.16. Crosstabulation: Purpose of Going to Kalevankangas & Age*

From figure 4.16. it can be seen that almost half of the respondents go to Kalevankangas to do physical activities, which was the mode answer in nearly all of the age groups and especially popular among respondents aged 18-25. Only 10% feel that the main reason for them to go to Kalevankangas is to relax and 6,6% find that the social activities, i.e. meeting people, is their biggest incentive to go to Kalevankangas. It is worth noticing that these two options combined received only one vote outside the age group of 18-25, which implies that only younger people see socializing as an important aspect for them to go to Kalevankangas. Indeed, responses from people aged 26 and older were crowded around options 'physical activities', 'events', and 'other'. These findings are supported by the finding that most people see Kalevankangas as a place of nature, not facilities or services, as was proven in the previous section of the analysis. This observation decreases the value of Saimaa Stadiumi providing well-being through its function as a place for people to meet (Kalliomaa, 2020).

The responses in the 'other' category – shown in appendix 3 – also show there are people aged 18-25 who do not go to Kalevankangas or they do not know what Kalevankangas is. From this, it can be derived that the Kalevankangas brand and services offered at Kalevankangas are not very meaningful to young people. Additionally, it appears that multiple respondents see their job as their main reason to visit Kalevankangas.

From the crosstabulation below in figure 4.17. we can see that even though 27 respondents answered 'physical activities' as their usual purpose of going to Kalevankangas, only six of them named physical activities as the first thing that comes into

their mind when they think about Kalevankangas. Therefore, it can be concluded that, at the moment, majority of these people are exercising in the nature surrounding Kalevankangas, such as the running trails, instead of participating in sports that take place in the indoor facilities. This furthermore highlights that the current brand image of Kalevankangas is highlighted by nature instead of the services and facilities located at Kalevankangas.

**What is your usual purpose of going to Kalevankangas? \* When you think about Kalevankangas, what comes to your mind first? Crosstabulation**

Count		When you think about Kalevankangas, what comes to your mind first?						Total
		Nature	Events	Well-being	Physical activities	Active Life Lab	Other, please specify	
What is your usual purpose of going to Kalevankangas?	Physical activities	19	0	0	6	0	2	27
	Meeting people	3	0	0	1	0	0	4
	Relaxation	6	0	0	0	0	0	6
	Participating in events	6	0	0	1	1	1	9
	Other, please specify	4	1	1	2	1	5	14
Total		38	1	1	10	2	8	60

*Figure 4.17. Crosstabulation: Purpose of Going to Kalevankangas & What comes to your mind first when you think about Kalevankangas*

**I see Kalevankangas as...:An exciting place \* How often do you usually go to Kalevankangas? Crosstabulation**

Count		How often do you usually go to Kalevankangas?							Total
		Multiple times per week	Once a week	Couple times per month	Once per month	Once in every few months	Once a year	Never	
I see Kalevankangas as...:An exciting place	Disagree	0	1	0	0	1	0	2	4
	Slightly disagree	0	2	1	2	5	2	2	14
	Neither disagree or agree	4	3	3	2	4	1	4	21
	Slightly agree	4	1	4	1	2	0	0	12
	Agree	4	1	3	1	0	0	0	9
Total		12	8	11	6	12	3	8	60

*Figure 4.18. Crosstabulation: Exciting Place & How often you go to Kalevankangas*

**I see Kalevankangas as....:A boring place \* How often do you usually go to Kalevankangas? Crosstabulation**

Count

		How often do you usually go to Kalevankangas?							Total
		Multiple times per week	Once a week	Couple times per month	Once per month	Once in every few months	Once a year	Never	
I see Kalevankangas as....:A boring place	Disagree	7	2	5	0	3	0	1	18
	Slightly disagree	3	3	4	4	4	1	2	21
	Neither disagree or agree	2	1	2	1	2	1	4	13
	Slightly agree	0	1	0	1	3	1	0	6
	Agree	0	1	0	0	0	0	1	2
Total		12	8	11	6	12	3	8	60

*Figure 4.19. Crosstabulation: Boring Place & How often you go to Kalevankangas*

**I see Kalevankangas as....:An irrelevant place for me \* How often do you usually go to Kalevankangas? Crosstabulation**

Count

		How often do you usually go to Kalevankangas?							Total
		Multiple times per week	Once a week	Couple times per month	Once per month	Once in every few months	Once a year	Never	
I see Kalevankangas as....:An irrelevant place for me	Disagree	9	3	6	1	2	0	0	21
	Slightly disagree	1	1	3	3	2	0	0	10
	Neither disagree or agree	2	3	2	1	5	1	4	18
	Slightly agree	0	1	0	1	2	2	3	9
	Agree	0	0	0	0	1	0	1	2
Total		12	8	11	6	12	3	8	60

*Figure 4.20. Crosstabulation: Irrelevant Place & How often you go to Kalevankangas*

**I see Kalevankangas as....:A place I want to learn more about \* How often do you usually go to Kalevankangas? Crosstabulation**

Count

		How often do you usually go to Kalevankangas?							Total
		Multiple times per week	Once a week	Couple times per month	Once per month	Once in every few months	Once a year	Never	
I see Kalevankangas as....:A place I want to learn more about	Disagree	0	1	1	0	0	0	1	3
	Slightly disagree	0	1	1	2	3	1	1	9
	Neither disagree or agree	5	0	4	1	4	0	5	19
	Slightly agree	3	3	0	2	4	2	1	15
	Agree	4	3	5	1	1	0	0	14
Total		12	8	11	6	12	3	8	60

*Figure 4.21. Crosstabulation: Place I want to learn more about & How often you go to Kalevankangas*

From the figures 4.18. to 4.21. above it can be derived that, in general, the more often people go to Kalevankangas, the more positively they view it. This can be seen as self-explanatory, as when people go to a certain area often enough, they usually get to know the facilities, services, and people in the area better than those who go to the same area only seldom. Getting to know the place better increases the chance that a person finds something positive about that place, e.g. a service they enjoy. Therefore,

for Kalevankangas it would be useful to lure more people to visit it more often and more comprehensively – meaning that they would also get to know other services and facilities besides the ones they already use.

However, the number of ‘neither disagree or agree’ answers is notable in all of the questions. Moreover, the number seems to have no correlation with how often people go, as there are significant amounts of ‘neither disagree or agree’ answers by people who visit Kalevankangas multiple times per week and also by those who visit it seldom, if ever. This suggests that people are not quite sure what type of perception they have about Kalevankangas, which makes it hard for them to form a clear opinion.

From appendix 3, the crosstabulations of the above questions and age and gender can be found. In general, it appears that female citizens have a bit more negative perception of the brand image than male citizens. Similarly, respondents in age group 18-25 have a more negative brand image of Kalevankangas than the respondents belonging to other age groups. The difference between the perception by genders might be explained by the fact that currently the Kalevankangas brand is quite heavily constructed around well-being provided via physical exercising, which often increases the value of a place more to male citizens than female citizens.

**I...:Enjoy going to Kalevankangas \* Gender Crosstabulation**

Count

		Gender			
		Male	Female	I wish not to answer	Total
I...:Enjoy going to Kalevankangas	Disagree	2	2	0	4
	Slightly disagree	2	0	1	3
	Neither disagree or agree	3	6	0	9
	Slightly agree	11	10	0	21
	Agree	9	14	0	23
Total		27	32	1	60

*Figure 4.22. Crosstabulation: Enjoy going to Kalevankangas & Gender*



		I....Enjoy going to Kalevankangas * Age Crosstabulation						
Count		Age						
		0-17	18-25	26-35	36-45	46-55	56-65	Total
I....Enjoy going to Kalevankangas	Disagree	0	3	0	0	1	0	4
	Slightly disagree	0	2	0	1	0	0	3
	Neither disagree or agree	0	8	1	0	0	0	9
	Slightly agree	0	14	0	2	4	1	21
	Agree	1	8	7	3	2	2	23
Total		1	35	8	6	7	3	60

*Figure 4.23. Crosstabulation: Enjoy going to Kalevankangas & Age*

Despite what was mentioned in the previous paragraph, figures 4.22. and 4.23. show that nearly 75% of the respondents still enjoy going to Kalevankangas. Combined with the findings from the brand identity section, it seems clear that despite the respondents might not be completely clear with the brand identity or brand image of Kalevankangas, they still enjoy the services, facilities, events, and other operations provided in the area. This is a positive observation for the Kalevankangas stakeholders, as it means that their operations at Kalevankangas offer sufficient value to the people who use them, despite of what they think about the area itself. Additionally, since most of the people going to Kalevankangas enjoy going there, it can be stated that the visitors are also more likely to form a positive image about the brand based on their visit. This means the operators in the area are able to increase the brand's value through their current operations, without having to perform drastic changes.

### I...:Feel services in Kalevankangas offer great quality \* Gender Crosstabulation

Count

		Gender			Total
		Male	Female	I wish not to answer	
I...:Feel services in Kalevankangas offer great quality	Disagree	1	1	0	2
	Slightly disagree	3	2	0	5
	Neither disagree or agree	15	16	0	31
	Slightly agree	5	9	1	15
	Agree	3	4	0	7
Total		27	32	1	60

Figure 4.24. Crosstabulation: Great Quality & Gender

### I...:Feel services in Kalevankangas offer great quality \* Age Crosstabulation

Count

		Age						Total
		0-17	18-25	26-35	36-45	46-55	56-65	
I...:Feel services in Kalevankangas offer great quality	Disagree	0	1	0	0	1	0	2
	Slightly disagree	0	3	0	1	1	0	5
	Neither disagree or agree	1	22	1	4	2	1	31
	Slightly agree	0	5	5	1	3	1	15
	Agree	0	4	2	0	0	1	7
Total		1	35	8	6	7	3	60

Figure 4.25. Crosstabulation: Great Quality & Age

The results presented in figures 4.24. and 4.25. support the finding that was made in the previous paragraph, as the current services at Kalevankangas seem to offer sufficient quality already. Once again, the answers from male and female respondents are relatively similar and there is no significant difference in how representatives of different age groups answered. However, notable from these statistics is that over 50% of the respondents are unable to make up their mind between disagreeing and agreeing with the claim. This implies that the majority of the respondents is not familiar enough with the services at Kalevankangas to be sure what to think about them – similar to the finding that was made previously in this chapter about Kalevankangas' brand image in general.

**I...:Think a place like Kalevankangas increases the value of Mikkeli as a city \* Gender Crosstabulation**

Count

		Gender			Total
		Male	Female	I wish not to answer	
I...:Think a place like Kalevankangas increases the value of Mikkeli as a city	Disagree	1	0	0	1
	Slightly disagree	1	1	0	2
	Neither disagree or agree	6	7	0	13
	Slightly agree	8	10	1	19
	Agree	11	14	0	25
Total		27	32	1	60

*Figure 4.26. Crosstabulation: Increases the Value of Mikkeli & Gender*

**I...:Think a place like Kalevankangas increases the value of Mikkeli as a city \* Age Crosstabulation**

Count

		Age						Total
		0-17	18-25	26-35	36-45	46-55	56-65	
I...:Think a place like Kalevankangas increases the value of Mikkeli as a city	Disagree	0	1	0	0	0	0	1
	Slightly disagree	0	1	0	0	1	0	2
	Neither disagree or agree	0	10	1	1	1	0	13
	Slightly agree	1	13	3	2	0	0	19
	Agree	0	10	4	3	5	3	25
Total		1	35	8	6	7	3	60

*Figure 4.27. Crosstabulation: Increases the Value of Mikkeli & Age*

Continuing from the previous paragraph, the above figures confirm the statement that the overall brand image of Kalevankangas perceived by the citizens of Mikkeli is positive – although earlier findings also suggest there are high levels of ambiguity relating to the brand image of Kalevankangas. Only 3 respondents – which equals to 5% of the respondents – think that Kalevankangas decreases the value of Mikkeli as a city, while 73,3% of the respondents think Kalevankangas brings value to Mikkeli as a place to live. The results also show that both genders equally think that Kalevankangas increases the value of Mikkeli as a city. Additionally, it seems that the older the respondents were, the more they agreed with the claim.

Combined with the previous analyses of statistics provided in this research, it can be said that the brand image of Kalevankangas is generally positive, yet unclear, to the

citizens of Mikkeli. However, when the key building blocks of the well-being brand – well-being services, research, products, and events – are taken separately, there are major differences in how these attributes are perceived. This observation suggests that currently the Kalevankangas brand is dominated by the attributes that are viewed more positively – mainly the nature and physical activities – and the other attributes make up for a smaller part of the brand image. This also implies that the citizens would be more familiar with the attributes of physical activities and nature than they are with e.g. well-being research conducted at Kalevankangas.

#### 4.2.3. Brand Awareness

		Gender			Total
		Male	Female	I wish not to answer	
When you think of places that support your well-being in Mikkeli, what place comes first into your mind?	The City Center	10	11	0	21
	Kalevankangas	6	6	0	12
	Forests	7	13	0	20
	The Docks	1	1	0	2
	Hänski	3	1	1	5
Total		27	32	1	60

Figure 4.28. Crosstabulation: Places Supporting Well-being in Mikkeli & Gender

		Age						Total
		0-17	18-25	26-35	36-45	46-55	56-65	
When you think of places that support your well-being in Mikkeli, what place comes first into your mind?	The City Center	1	14	1	1	2	2	21
	Kalevankangas	0	4	3	3	2	0	12
	Forests	0	10	4	2	3	1	20
	The Docks	0	2	0	0	0	0	2
	Hänski	0	5	0	0	0	0	5
Total		1	35	8	6	7	3	60

Figure 4.29. Crosstabulation: Places Supporting Well-being in Mikkeli & Age

This question measured how meaningful the respondents saw Kalevankangas compared to other places in Mikkeli that can be considered to enhance well-being. From the results it can be seen that the respondents see the city center and forests supporting their well-being more than Kalevankangas. The difference between Kalevankangas

and each of the two aforementioned places is almost 10 votes, so there seems to be significant difference in the provided well-being. The answers were also almost equally divided between male and female respondents, which suggest that male and female citizens have similar understanding of well-being and that the places mentioned in the survey provide nearly the same amount of well-being for the representatives of both genders. Moreover, there were exactly six 'Kalevankangas' responses in both genders, which implies that Kalevankangas is offering equal amount of well-being for both of these genders.

The age distribution is heavily skewed to the 18-25-years-old category, as most of the respondents were part of that category. Therefore, it is difficult to make reliable comparison between the age groups and is some of the places more well-known among one certain age group. From the 'Kalevankangas' answers it can be seen that they were almost equally distributed between different age groups. This, however, does not mean that people in general would be aware of the Kalevankangas brand – it only means that the level of brand awareness is similar between different age groups.

**I am familiar with the....:Facilities in Kalevankangas \* How often do you usually go to Kalevankangas? Crosstabulation**

Count

		How often do you usually go to Kalevankangas?							Total
		Multiple times per week	Once a week	Couple times per month	Once per month	Once in every few months	Once a year	Never	
I am familiar with the....: Facilities in Kalevankangas	Disagree	0	2	1	2	1	0	6	12
	Slightly disagree	0	0	3	1	4	0	1	9
	Neither disagree or agree	1	0	0	0	2	1	1	5
	Slightly agree	7	2	4	2	4	1	0	20
	Agree	4	4	3	1	1	1	0	14
Total		12	8	11	6	12	3	8	60

*Figure 4.30. Crosstabulation: Familiarity with Facilities & How often you go to Kalevankangas*

**I am familiar with the....Well-being research conducted in Kalevankangas \* How often do you usually go to Kalevankangas? Crosstabulation**

		How often do you usually go to Kalevankangas?							Total
		Multiple times per week	Once a week	Couple times per month	Once per month	Once in every few months	Once a year	Never	
I am familiar with the....: Well-being research conducted in Kalevankangas	Disagree	2	6	6	3	7	1	6	31
	Slightly disagree	0	0	0	2	3	1	2	8
	Neither disagree or agree	3	0	1	0	0	0	0	4
	Slightly agree	3	0	3	1	2	0	0	9
	Agree	4	2	1	0	0	1	0	8
Total		12	8	11	6	12	3	8	60

*Figure 4.31. Crosstabulation: Familiarity with Well-being Research & How often you go to Kalevankangas*

**I am familiar with the....Services provided in Kalevankangas \* How often do you usually go to Kalevankangas? Crosstabulation**

		How often do you usually go to Kalevankangas?							Total
		Multiple times per week	Once a week	Couple times per month	Once per month	Once in every few months	Once a year	Never	
I am familiar with the....: Services provided in Kalevankangas	Disagree	0	1	2	2	2	0	6	13
	Slightly disagree	0	1	2	1	6	0	1	11
	Neither disagree or agree	1	0	1	0	0	1	1	4
	Slightly agree	9	4	4	1	4	1	0	23
	Agree	2	2	2	2	0	1	0	9
Total		12	8	11	6	12	3	8	60

*Figure 4.32. Crosstabulation: Familiarity with Services & How often you go to Kalevankangas*

**I am familiar with the....Price levels of Kalevankangas \* How often do you usually go to Kalevankangas? Crosstabulation**

		How often do you usually go to Kalevankangas?							Total
		Multiple times per week	Once a week	Couple times per month	Once per month	Once in every few months	Once a year	Never	
I am familiar with the....: Price levels of Kalevankangas	Disagree	1	4	5	3	6	1	6	26
	Slightly disagree	3	1	5	2	5	1	2	19
	Neither disagree or agree	3	0	0	0	0	0	0	3
	Slightly agree	5	2	1	1	1	1	0	11
	Agree	0	1	0	0	0	0	0	1
Total		12	8	11	6	12	3	8	60

*Figure 4.33. Crosstabulation: Familiarity with Price Levels & How often you go to Kalevankangas*

**I am familiar with the....Events organized in Kalevankangas \* How often do you usually go to Kalevankangas? Crosstabulation**

Count

		How often do you usually go to Kalevankangas?							Total
		Multiple times per week	Once a week	Couple times per month	Once per month	Once in every few months	Once a year	Never	
I am familiar with the.... Events organized in Kalevankangas	Disagree	0	2	1	3	3	0	6	15
	Slightly disagree	1	1	4	2	2	0	1	11
	Neither disagree or agree	3	0	1	0	1	1	1	7
	Slightly agree	7	3	4	0	6	2	0	22
	Agree	1	2	1	1	0	0	0	5
Total		12	8	11	6	12	3	8	60

*Figure 4.34. Crosstabulation: Familiarity with Events & How often you go to Kalevankangas*

As could be expected, the ones who go to Kalevankangas more often are usually more familiar with the operations and environment at Kalevankangas. This supports the observation made in the brand image section of this research about the connection between viewing Kalevankangas positively and being familiar with what Kalevankangas is.

The levels of familiarity between different attributes varies greatly. Majority of the respondents agree or slightly agree with the claims about being familiar with the facilities and services at Kalevankangas, with low impact of how many times they visit Kalevankangas per year. Only the respondents who told they never go to Kalevankangas had no answers agreeing with the claims.

Despite the majority of the respondents feel they are familiar with the facilities and services, there are also many people who disagree or slightly disagree with being familiar with facilities and services at Kalevankangas – 21 and 24, respectively. These answers clustered around the respondents who never go to Kalevankangas, but also to the ones who go to Kalevankangas once in every few months or couple times per month. As was found out earlier, many users of Kalevankangas go there to enjoy the nature, which is likely to explain why disagreeing results can be found even in the group that goes to Kalevankangas once a week. Therefore, it can be stated that in order to increase the brand awareness of Kalevankangas, the stakeholders need to lure the people come to the actual venue of Kalevankangas, instead of running in the forests of the area.

When looking at the answers to the question about respondents' familiarity with the well-being research, 31 out of 60 total answers are in the category 'disagree', which

means that the respondents do not have any idea about the well-being research conducted in Kalevankangas. Eight more respondents slightly disagreed to be familiar with the research, which means that in total 39 out of 60 respondents feel unfamiliar with the well-being research at Kalevankangas. This is an alarming result, as Active Life Lab's – who is the main producer of well-being research at Kalevankangas – value to the Kalevankangas brand cannot be overestimated: having one of the most advanced well-being research centers in the world would add significant value to the Kalevankangas brand, if the general public would just know about it. Only 17 respondents – less than 30% of the total respondents – answered to be familiar with the well-being research conducted at Kalevankangas. In addition, there is no correlation between how often people visit Kalevankangas and how familiar they are with the well-being research conducted there, so it can be stated that, overall, the general public is just unfamiliar with the topic.

Similarly to the well-being research, vast majority – this time 75% – of the respondents feel unfamiliar with the price levels of Kalevankangas. This is partially contradicting with the result that more than half of the respondents feel familiar with the facilities and services at Kalevankangas, thus it could be assumed that they also know the cost of using them. However, being familiar with a facility or service might mean that one has heard from a friend or an advertisement what is located at Kalevankangas, but being familiar with a price level can be understood in a way that one has to know the price of a certain service or product. This can explain the difference between the familiarity levels of these two topics. Nevertheless, it is again alarming that this big part of the respondents are not familiar with the price levels, as they can sometimes be a key factor when deciding which service or product to use. Additionally, high levels of unfamiliarity with the price levels were recorded in each category of how often people go to Kalevankangas. Because of this, stakeholders of Kalevankangas should try to make the public familiar with the price levels at Kalevankangas, as it can help them gain customers from their potential competitors, such as other exercising services or leisure time events in Mikkeli. However, partially these costs can be often hidden in e.g. club fees the users of Kalevankangas have to pay, so increasing the familiarity with price levels is not the main task the stakeholders should pay attention to.

As shown in figure 4.34., the respondents are divided into two separate sides what comes to familiarity with the events at Kalevankangas. 27 respondents claim to be



familiar with the events at Kalevankangas, whereas 26 respondents answered they are unfamiliar with events organized at Kalevankangas. Agreeing and disagreeing answers can both be found from respondents who go to Kalevankangas often and seldom, but most of the agreeing answers are again from respondents who go to Kalevankangas more often. Interestingly, 50% of respondents who go to Kalevankangas once in every few months and 66,7% of those who go once in a year, claim to be at least somewhat familiar with the events, which suggests that the events are their main incentive to go to Kalevankangas. As events can offer a change to the everyday life of the citizens and sometimes have even long-term effects to the quality of life of people – for instance, via getting a job through work-life exhibition or starting a new hobby thanks to leisure time exhibition – it would significantly increase the value of Kalevankangas' well-being brand if at least the vast majority of the citizens of Mikkeli would be familiar with the events at Kalevankangas.

Appendix 3 of this research provides the crosstabulations between the familiarity levels and gender. From these crosstabulations it can be concluded that, in general, there are no significant difference in the answers between different genders, i.e. male and female respondents seem to be nearly as familiar with all the attributes of Kalevankangas mentioned in the survey. However, female respondents appear to be more familiar with the events organized at Kalevankangas, which raises a question are the events organized at Kalevankangas better fitting to female citizens.

In the same appendix 3, there are also crosstabulations between the familiarity levels and the age of the respondent. From these crosstabulations it can be concluded that the respondents aged 25 and older are far more familiar with Kalevankangas than the respondents who are aged 18-25. This suggests that the main target market of Kalevankangas is actually quite aware of the Kalevankangas brand. The result can also be explained by the fact that most of the respondents aged 18-25 are students who had lived in Mikkeli only for 1,5 years or less at the time of answering the survey. Therefore, it can be that they have not yet come familiar with Kalevankangas, unlike those who have lived in Mikkeli for multiple years already.

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,599 <sup>a</sup>	,359	,324	1,21665

a. Predictors: (Constant), How often do you usually go to Kalevankangas?, Gender, Age

Figure 4.35. Results of Regression Analysis

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2,976	,667		4,460	,000
	Age	,317	,128	,278	2,487	,016
	Gender	,335	,270	,134	1,239	,221
	How often do you usually go to Kalevankangas?	-,319	,081	-,435	-3,925	,000

a. Dependent Variable: I am familiar with the....:Facilities in Kalevankangas

Figure 4.36. Results of Regression Analysis

The figures above are from a regression analysis that was used to analyze how age, gender, and how often respondents go to Kalevankangas affect how familiar they are with the facilities at Kalevankangas. As can be seen from the analysis, the three variables explain 35,9% of the variation in how familiar people are with the facilities. Additionally, as mentioned in the previous paragraph, age seems to have huge effect in the familiarity, as people in the next age category (e.g. to people aged 18-25, the next age category is 25-34) seem to be 31,7% more familiar with the facilities at Kalevankangas. However, the level of influence how often people go to Kalevankangas has to how familiar they are with the facilities – or other attributes – was not able to be analyzed reliably through regression analysis, as the answering options in the survey were inversed – the more often people went to Kalevankangas, the smaller numerical value their answer got. Therefore, this research uses crosstabulations as the main way to analyze these impacts.

**I....Think it is easy to find information about Kalevankangas and what is happening there \* Gender Crosstabulation**

Count

		Gender			Total
		Male	Female	I wish not to answer	
I....Think it is easy to find information about Kalevankangas and what is happening there	Disagree	7	2	0	9
	Slightly disagree	6	10	1	17
	Neither disagree or agree	7	8	0	15
	Slightly agree	5	9	0	14
	Agree	2	3	0	5
Total		27	32	1	60

*Figure 4.37. Crosstabulation: Easy to find information about Kalevankangas & Gender*

**I....Think it is easy to find information about Kalevankangas and what is happening there \* Age Crosstabulation**

Count

		Age						Total
		0-17	18-25	26-35	36-45	46-55	56-65	
I....Think it is easy to find information about Kalevankangas and what is happening there	Disagree	1	6	0	1	0	1	9
	Slightly disagree	0	11	2	3	1	0	17
	Neither disagree or agree	0	10	2	1	1	1	15
	Slightly agree	0	4	3	1	5	1	14
	Agree	0	4	1	0	0	0	5
Total		1	35	8	6	7	3	60

*Figure 4.38. Crosstabulation: Easy to find information about Kalevankangas & Age*

The two figures above support and explain the findings about brand awareness and brand image. As it can be seen, the responses are very divided, as 26 respondents felt it is hard to find information about Kalevankangas, 15 were not able to decide do they disagree or agree, and 19 respondents thought it is easy to find information about Kalevankangas. The responses were again almost equally divided between different genders, but it does seem that respondents aged 18-25 disagree with the claim slightly more than other age groups. This observation suggests that the communication of Kalevankangas is done through mediums that do not reach this age group.

When even slight majority thinks that it is difficult to find information about Kalevankangas, it means that the communication efforts of the area's stakeholders are not sufficient. Moreover, as less than third of the respondents agree with the claim, it means that the communication operations have a lot to improve. As explained in the literature review, the quality and quantity of brand communication has drastic impact on the brand image and brand awareness.

#### 4.2.4. Attributes Significantly Supporting Well-being

##### **My overall well-being is significantly supported by....Physical activities \* Gender Crosstabulation**

Count		Gender			Total
		Male	Female	I wish not to answer	
My overall well-being is significantly supported by....Physical activities	Disagree	2	1	0	3
	Neither disagree or agree	1	4	0	5
	Slightly agree	8	5	0	13
	Agree	16	22	1	39
Total		27	32	1	60

Figure 4.39. Crosstabulation: Well-being significantly supported by physical activities & Gender

##### **My overall well-being is significantly supported by....Physical activities \* Age Crosstabulation**

Count		Age						Total
		0-17	18-25	26-35	36-45	46-55	56-65	
My overall well-being is significantly supported by....Physical activities	Disagree	0	0	1	1	1	0	3
	Neither disagree or agree	0	2	0	2	1	0	5
	Slightly agree	0	9	1	1	2	0	13
	Agree	1	24	6	2	3	3	39
Total		1	35	8	6	7	3	60

Figure 4.40. Crosstabulation: Well-being significantly supported by physical activities & Age

**My overall well-being is significantly supported by....Relaxation services \* Gender Crosstabulation**

Count

		Gender			Total
		Male	Female	I wish not to answer	
My overall well-being is significantly supported by....Relaxation services	Disagree	3	1	0	4
	Slightly disagree	1	1	0	2
	Neither disagree or agree	5	4	0	9
	Slightly agree	12	17	1	30
	Agree	6	9	0	15
Total		27	32	1	60

*Figure 4.41. Crosstabulation: Well-being significantly supported by relaxation services & Gender*

**My overall well-being is significantly supported by....Relaxation services \* Age Crosstabulation**

Count

		Age						Total
		0-17	18-25	26-35	36-45	46-55	56-65	
My overall well-being is significantly supported by....Relaxation services	Disagree	0	2	0	2	0	0	4
	Slightly disagree	0	0	1	0	1	0	2
	Neither disagree or agree	0	6	0	1	2	0	9
	Slightly agree	1	19	4	2	2	2	30
	Agree	0	8	3	1	2	1	15
Total		1	35	8	6	7	3	60

*Figure 4.42. Crosstabulation: Well-being significantly supported by relaxation services & Age*

**My overall well-being is significantly supported by....Entertainment events (concerts, performances) \* Gender Crosstabulation**

Count

		Gender			Total
		Male	Female	I wish not to answer	
My overall well-being is significantly supported by....Entertainment events (concerts, performances)	Disagree	1	1	0	2
	Slightly disagree	4	3	1	8
	Neither disagree or agree	7	8	0	15
	Slightly agree	8	16	0	24
	Agree	7	4	0	11
Total		27	32	1	60

*Figure 4.43. Crosstabulation: Well-being significantly supported by entertainment events & Gender*

**My overall well-being is significantly supported by....Entertainment events (concerts, performances) \* Age Crosstabulation**

Count

		Age						Total
		0-17	18-25	26-35	36-45	46-55	56-65	
My overall well-being is significantly supported by....Entertainment events (concerts, performances)	Disagree	0	1	0	1	0	0	2
	Slightly disagree	0	5	1	0	1	1	8
	Neither disagree or agree	1	8	1	3	1	1	15
	Slightly agree	0	13	4	2	5	0	24
	Agree	0	8	2	0	0	1	11
Total		1	35	8	6	7	3	60

*Figure 4.44. Crosstabulation: Well-being significantly supported by entertainment events & Age*

**My overall well-being is significantly supported by...:Relationships with like-minded people \* Gender Crosstabulation**

Count

		Gender			Total
		Male	Female	I wish not to answer	
My overall well-being is significantly supported by...:Relationships with like-minded people	Disagree	1	1	0	2
	Slightly disagree	1	2	0	3
	Neither disagree or agree	5	2	0	7
	Slightly agree	10	10	1	21
	Agree	10	17	0	27
Total		27	32	1	60

*Figure 4.45. Crosstabulation: Well-being significantly supported by relationships with like-minded people & Gender*

**My overall well-being is significantly supported by...:Relationships with like-minded people \* Age Crosstabulation**

Count

		Age						Total
		0-17	18-25	26-35	36-45	46-55	56-65	
My overall well-being is significantly supported by...:Relationships with like-minded people	Disagree	0	0	0	2	0	0	2
	Slightly disagree	0	0	0	1	1	1	3
	Neither disagree or agree	1	3	0	2	1	0	7
	Slightly agree	0	13	5	0	2	1	21
	Agree	0	19	3	1	3	1	27
Total		1	35	8	6	7	3	60

*Figure 4.46. Crosstabulation: Well-being significantly supported by relationships with like-minded people & Age*

**My overall well-being is significantly supported by....Interesting exhibitions \* Gender Crosstabulation**

Count

		Gender			Total
		Male	Female	I wish not to answer	
My overall well-being is significantly supported by....Interesting exhibitions	Disagree	1	3	0	4
	Slightly disagree	6	7	1	14
	Neither disagree or agree	6	6	0	12
	Slightly agree	11	14	0	25
	Agree	3	2	0	5
Total		27	32	1	60

*Figure 4.47. Crosstabulation: Well-being significantly supported by interesting exhibitions & Gender*

**My overall well-being is significantly supported by....Interesting exhibitions \* Age Crosstabulation**

Count

		Age						Total
		0-17	18-25	26-35	36-45	46-55	56-65	
My overall well-being is significantly supported by....Interesting exhibitions	Disagree	0	2	0	1	1	0	4
	Slightly disagree	0	8	2	1	2	1	14
	Neither disagree or agree	1	8	1	1	0	1	12
	Slightly agree	0	15	3	3	3	1	25
	Agree	0	2	2	0	1	0	5
Total		1	35	8	6	7	3	60

*Figure 4.48. Crosstabulation: Well-being significantly supported by interesting exhibitions & Age*

Figures 4.39. to 4.48. present the results of the last actual question of the survey, before the demographic questions. The purpose of this question was to find out which attributes the respondents see to support their well-being the most, and this information could then be used for creating the suggested actions to the stakeholders of Kalevankangas. To decrease the amount of possible misunderstandings, it is worth to note that none of the respondents slightly disagreed with the claim about physical activities significantly supporting their well-being, which is also the reason why the 'slightly disagree' category does not exist in the figures of that specific question.

In general, three attributes can be seen to support the well-being of the citizens the most: physical activities (86,6% of the respondents agreed with the claim), relaxation



services (75% of the respondents), and relationships with like-minded people (80% of the respondents). However, entertainment events also have big importance (58,3% of the respondents). Lastly, 50% of the respondents viewed that interesting exhibitions significantly support their well-being. Both male and female respondents answered to the questions in a similar way, so the significances of the attributes can be concluded to be nearly equal to both genders – male seem to view physical activities just slightly more important than female, and female respondents put a bit more value to relationships with like-minded people than male respondents.

## **5. DISCUSSION**

The aim of this research was to find out, is it possible to use well-being as the core of a place brand and especially how the Kalevankangas area could be effectively and efficiently branded around well-being. In the literature review, it was theoretically proven that well-being could be used as the base of a place brand, and the findings and analyses of the qualitative and quantitative data supported this conclusion. Based on this and the conceptual framework, the discussion section is constructed around the three key categories of a brand: brand identity, brand image, and brand awareness.

### **5.1. Brand Identity of Kalevankangas**

First of all, the main operators at Kalevankangas seem to offer variety of options for the citizens of Mikkeli to enhance their well-being. This was the understanding of the stakeholders, and the answers to the quantitative survey support the claim, as 41,6% of the respondents already saw Kalevankangas as a center of comprehensive well-being. Furthermore, nearly two thirds of the respondents agreed with the claim of Kalevankangas offering them suitable opportunities to enhance their personal well-being. This is an important result, as the attributes enhancing person's well-being are always individual. However, elder respondents of the survey did not see Kalevankangas offering as suitable ways of increasing their well-being as younger respondents, so the stakeholders should revise are their operations offering well-being equally to representatives of all age groups or not.

Despite of the positive results mentioned above, the physical well-being dimension tends to be seen as dominant, as Kalevankangas has a brand new multifunctional indoor stadium, ice hockey hall, running/skiing tracks in the forest, gym, indoor football hall, and other exercising facilities. Similarly, Active Life Lab provides highly-advanced well-being research about the effectiveness of well-being services, but their studies are often focused on the physical dimension of well-being. This dominance is also likely to be affected by the fact that well-being is often seen as especially physical well-being by the general public (Cella, 1994). Additionally, as was learned in the qualitative interviews, the long history of Kalevankangas as solely a sports venue is very deep in the minds of the citizens of Mikkeli. This is likely to influence how especially the older

citizens of Mikkeli are seeing the operations in Kalevankangas: since they have lived through the time when Kalevankangas was only a sports venue, they might not put as big value on the current, more comprehensive operations.

The findings and analysis section also proved that Kalevankangas has operations providing psychological and social well-being – for example events, activities done together, places to relax – but not to the same extent as there are operations providing physical well-being. The nature of Kalevankangas was shown to be a big part of the identity perceived by the citizens, and it offers both relaxation opportunities, i.e. supports psychological well-being, and chances to maintain physical well-being. Especially important for the future of Kalevankangas would be to increase the providing of social well-being, as large majority of the survey respondents thought it significantly increases their well-being, but similarly less than half of the respondents thought Kalevankangas was a place to meet people.

Additionally, although the direct importance of events as a provider of well-being was not seen as big as e.g. relaxation services or social relationships, events indirectly offer both psychological and social well-being. For instance, music has been proven to decrease stress (Ghetti, 2011), thus improve psychological well-being. Similarly, an exhibition can bring together people who are interested in the same topic, which can help one in building relationships with like-minded people. By offering mostly psychological and social well-being, events would diversify the operations at Kalevankangas, i.e. move the brand identity towards comprehensive well-being.

As was shown in the analysis of the qualitative interviews, the stakeholders of Kalevankangas view stakeholder collaboration very positively as a medium of increasing the value of the Kalevankangas brand. Indeed, through close collaboration the stakeholders could offer well-being services that support each other, making the services more comprehensive than they can provide on their own. This could significantly enhance Kalevankangas' identity as a provider of comprehensive well-being.

## **5.2. Brand Image of Kalevankangas**

As was concluded in the previous chapter, the identity of Kalevankangas brand is supporting the brand image, as the area is indeed providing comprehensive well-being,

which is the brand image that is tried to be built around the area. Considering the importance of the brand image in corporate branding, as was suggested by e.g. Gray and Balmer's (1998) research, and the results shown in the findings and analysis section, it can be said that even for a place brand built around well-being, the value of clear and consistent brand image cannot be underestimated. Therefore, the stakeholders of Kalevankangas need to put special effort on operations that shape Kalevankangas' brand image more to the direction that is suggested by the brand identity.

Indeed, the results in the findings and analysis section suggest that the brand image of Kalevankangas is – similarly to the brand identity – partially dominated by the physical well-being, i.e. exercising opportunities, but especially by the nature surrounding the area. A likely reason for such phenomenon is the past brand image of Kalevankangas, which was built almost completely around nature and sports. However, the analysis of the collected data suggested that a large part of the population was unable to construct a complete brand image of the area, i.e. the survey respondents had hard time to decide whether they connect a certain feeling to Kalevankangas or not. This observation suggested that the public is not familiar enough with the new operations at Kalevankangas to decide, how they affect their image about Kalevankangas. Therefore, improving the communication efforts of the attributes that increase the diversity of the well-being provided by Kalevankangas, but are currently unfamiliar to the general public, should also increase the diversity of the perceived brand image. As Caldwell and Freire (2004) argued, the products, services, and events of the area shape the perceived brand image of the area, but the effect exists only when the operations are familiar enough to affect the opinions the public has about the brand.

Despite the perceived brand image of Kalevankangas might be imperfect, it was very positive to the extent it was able to be reliably analyzed. Moreover, increasing the degree of the comprehensive well-being in the brand image should at least not have a negative effect on the brand image, as it should generally help people to find attributes about Kalevankangas that they like.

### **5.3. Brand Awareness of Kalevankangas**

Very closely connected to the brand image is obviously the brand awareness. Although the brand awareness was considered to be part of the city brand image in the literature review, the information from qualitative interviews proposed that it should be looked

more in-depth as an individual category of the city brand. The brand identity of Kalevankangas has been proven to support the construction of a well-being focused brand around the area and the brand image of the area was just shown to be generally positive, with potential to be even more positive in the future. However, the brand awareness of the Kalevankangas brand is generally very weak, based on the analysis of the quantitative and qualitative data.

The weak brand awareness appeared to be mostly due to the lack of communication strategies and efforts by the stakeholders of Kalevankangas. A good example of this issue was Active Life Lab, which could add significant value to the Kalevankangas brand due to its uniqueness and significance in well-being research, but they did not have a proper communication strategy by the time they were interviewed. Based on Kavaratzis (2004) the lack of brand communication is likely to be the reason behind the extremely low familiarity with Active Life Lab among the citizens. Additionally, as Active Life Lab cannot offer their services to the use of the public and gain unintentional brand communication, the importance of the intentional communication efforts is emphasized (Kavaratzis, 2004). As Active Life Lab also offers the most attractive possibilities for business collaboration out of all operators at Kalevankangas, they should not see communication only as a medium to increase brand awareness among the general public, but to also understand that the increase in the general brand awareness can provide them better business collaboration prospects in the future as well.

Despite Active Life Lab was taken as an example in the previous paragraph, all of the operators in Kalevankangas can improve their communication in order to further the awareness of the new Kalevankangas brand that is not only about physical well-being anymore. As Kalevankangas gains little brand awareness through tertiary corporate communication (word of mouth), because of its remote location on Mikkeli standards – mainly due to the extremely compact design of the city center – the importance of secondary corporate communication (advertising and PR) increases. As the analysis of the quantitative data showed, nearly half of the survey respondents considered it difficult to find information about Kalevankangas, which is a clear sign that the secondary communication efforts of Kalevankangas are currently inadequate, ineffective, or both. Having operations that provide comprehensive well-being is useless, unless the consumers, in this case primarily the citizens of Mikkeli, are aware of these diverse operations. Therefore, it can be concluded that the main stakeholders of

Kalevankangas 2030 development project should direct significant amount of their efforts to the communication of the new Kalevankangas brand and thus raising its brand awareness.

#### **5.4. Limitations of the Research**

Although the research can be held reliable, there are multiple limitations that have to be taken into account before taking any actions based on this bachelor's thesis. The foremost limitation of the research is the sample of the quantitative survey, as it is not as diverse as it could be. The sample consisted mainly of university students, who have lived in Mikkeli for less than two years, thus their familiarity with Kalevankangas area and the operations there is not on the same level with citizens who have lived in Mikkeli for multiple years, even decades. In addition to the homogeneity of the convenience sample, the sample size of the quantitative survey could have been bigger, as 60 respondents present only a very small portion of the population of Mikkeli. Bigger sample size would decrease the impact of the answers of one individual, thus giving results that could be more reliably considered to present the true opinions of the population.

Due to time and labor constraints, this research was unable to include all the analyses that could be done based on the collected data. Therefore, the research focused mostly on analyzing the results as the functions of general demographic variables: gender and age. However, a more advanced and versatile analysis of the data could have revealed connections between the variables that were now left undetected. Because of this flaw, it might be that some of the conclusions made in the research are actually misinterpretations of the gathered data.

As a case study of a certain district of a certain city, this research is obviously not generally applicable to every place in the world. Therefore, it can be said that this research was not able to fully overcome the weakness of all practice-related place branding researches conducted so far: the results are mostly tied into the place that was studied. This sets a limitation to how the results of this research can be used and applied to cases similar to the one studied in this research.

Final limitation of this research is the fact that this is the very first research about using well-being as the core part of a place brand. Therefore, the research did not have any previous studies about the topic that could have been used in order to find advice on what type of survey questions or conceptual frameworks have been used in the past and what type of results have the previous researches offered. Creating the research based on information from previous researches only about place branding and well-being in general hindered the extent to which this research was able to reach its objectives.

## **6. CONCLUSIONS**

This section concludes the main findings of this study and provides the managerial implications to the stakeholders of Kalevankangas that should help in building the well-being brand around the area. Additionally, this section provides the key implications of this research for international business and gives suggestions on how the further research could approach the topic.

### **6.1. Main Findings**

The main findings of this research can be divided into two categories: the findings about place branding in general and the findings specific to Kalevankangas.

#### **6.1.1. About Place Branding in General**

Overall, one of the main objectives of this study was to determine, whether well-being can be used as the core of a place brand, more specifically a city brand. In this study, answers to this question were searched from the existing literature relating to the topic and from the primary data that was collected. The research was able to show that both literature and findings from the primary data support the use of well-being as the core of a city brand.

Well-being was considered to be a representative attribute by Caldwell and Freire (2004), which initially suggested that it cannot be used as the core of the city brand, as it should be formed around functional characteristics of the city. However, it was shown that well-being has enough practical implications to be considered as a functional characteristic, thus able to form the base of a city brand. Additionally, thanks to its multi-dimensional nature (Cella, 1994; Gladwell et al. 2013; Dodge et al. 2012), well-being was proven to be wide enough to fulfill the requirements of an umbrella brand set by Kavaratzis (2004) and Zenker and Braun (2010).

The findings from the primary data supported the conclusions that were based on the literature. The respondents of the quantitative survey were correctly connecting different dimensions of well-being into Kalevankangas and the results also suggested that



the citizens see Kalevankangas as a place that enhances their well-being. Moreover, the data from qualitative interviews revealed that Kalevankangas has stakeholders that have operations on various dimensions of well-being, which proved that the well-being brand identity of Kalevankangas is wide enough to work as an umbrella brand identity.

This research also looked into how well-being can be applied to city branding. The best way to complete this was found to be corporate branding theory, as corporate brands have to be able to cover multiple audiences, just like city brands. For this research, the most applicable theory was found to be that of Balmer's (1998) 10P's of Corporate Marketing Mix, as it was easily applicable and wide enough to cover all necessary attributes of city branding. Since this research was successfully completed by using an adjusted version Balmer's model as the conceptual framework, it suggests that Balmer's 10P's of Corporate Marketing Mix can be generally used as a model in city branding researches.

Additionally, the research proved that the brand communication efforts of a place brand should not be underestimated. Kalevankangas brand has sufficient brand identity that supports the well-being brand and the brand image of the area is positive, but the citizens' awareness of the brand was found to be low. Based on these observation, it was concluded that in order to build brand awareness, the communication efforts of the place brand need to be both well-planned and well-executed.

### **6.1.2. About Kalevankangas**

The research found that the brand identity of Kalevankangas was on a sufficient level in order to build a well-being focused place brand around it. Similarly, the brand image of Kalevankangas was found to be very positive in the eyes of the citizens of Mikkeli. However, notable number of the citizens were not able to construct a proper brand image of Kalevankangas, as it appeared they were not familiar enough with the new operations in Kalevankangas to decide how they affect their image of the area.

The observation made based on the brand image was proven to be correct, as the citizens were generally fairly unfamiliar with the operations at Kalevankangas when asked about them. Therefore, it was concluded that the biggest field of improvement for Kalevankangas is to increase the brand awareness. This target should be reached

via more effective and planned communication efforts from all of the operators at Kalevankangas.

## **6.2. Managerial Implications**

As has been proven by this research, the brand identity of Kalevankangas is mostly good. However, to make the area support comprehensive well-being even better, the operations of Kalevankangas could be diversified even more to better enhance the social and psychological dimensions of well-being. These dimensions we've seen important by the citizens, but Kalevankangas is slightly lacking in providing them. Effective ways of increasing them should be, for instance, organizing more events, exhibitions and concerts in Kalevankangas. Saimaa Stadiumi has a key role in providing these operations, and based on the qualitative interviews, it appears they are aware of the issue and are working on it (Kallioma, 2020). Possibly in the future, as the collaboration between the stakeholders is more established, the stakeholders could investigate if organizing a music festival – like the now-lost Jurassicrock – would be possible at Kalevankangas. Indeed, the stakeholders should look into increase collaborative operations at Kalevankangas and how they can benefit from each other, as that would open possibilities for new operations that would offer even more comprehensive well-being than the stakeholders can offer individually. Additionally, as came up in the qualitative interviews, collaboration could also increase the practical easiness of operations, for instance there is demand for shared management tools, such as the facility reservation system.

The biggest problem of Kalevankangas was proven to be the brand awareness, which also led to the problems in the brand image. As the general public is unfamiliar with what all is nowadays provided in Kalevankangas, the stakeholders of the area need to significantly increase the quantity and quality of their communication efforts to make the public familiar with the rebuilt brand of Kalevankangas. One way to increase the quality of the communication could be joint communication that would be made under the Kalevankangas brand as a whole, instead of all the stakeholders performing their own communication. Through concentrated communication, the intended messages could be delivered to the public more effectively, they could reach larger audience, and the information flood could also be avoided.

The brand awareness can also be increased through the operations, although it can take longer than increasing brand awareness via brand communication. Kalevankangas Day, which was organized while this research was being conducted, is a great example of an operation that increases the public awareness of Kalevankangas as a whole and can help the participants to find completely new sides of Kalevankangas and the well-being provided by it. The event gathered participants from all age groups and genders to Kalevankangas and introduced them to the facilities and services offered at Kalevankangas, thus greatly increased the brand awareness of Kalevankangas. Organizing similar event for instance twice per year during the early years of the new Kalevankangas brand could help to familiarize different members of the public with the area. However, such plans are at least impossible in the foreseeable future due to the effects of the Covid-19 pandemic.

Additionally, it was shown that the Kalevankangas name can possibly hinder the connections made to the new brand of the area, as Kalevankangas' history has been dominated by physical well-being (Pesola, 2020). Therefore, using Kalevankangas as the name of the new well-being campus brand can trick the citizens into connecting the new brand too much into physical well-being, as that is the connection of Kalevankangas area they have been used to make. To avoid this possible issue, and to increase the brand awareness as well, the stakeholders of Kalevankangas should at least consider giving the well-being campus brand a whole new name, that would represent the comprehensive well-being provided in the area and also be catchy to maximize the benefits in brand communication.

### **6.3. Implications for International Business**

Most importantly, this research proved that it is possible to build a successful place brand around well-being and its applications. This means that establishing well-being campuses – which can eventually develop into Silicon Valleys for well-being businesses – like the one at Kalevankangas, is possible in the first place. This opens a whole new possibility of mutually beneficial collaboration between well-being businesses themselves (e.g. collaboration between well-being equipment manufacturer and private well-being research center), but also between well-being businesses and public operators (e.g. collaboration between private well-being research center and

public healthcare, similar to the one between Active Life Lab and South Savo Social and Health Care Authority).

Additionally, it should not only be considered how can “Kalevankangas model” be used to establish a well-being campus in another location somewhere in the world, but it is also worth realizing that this research showed how Kalevankangas itself has potential to become an internationally important location for well-being businesses. The well-being research conducted by Active Life Lab is unique internationally and can benefit companies around the world. If the stakeholders of Kalevankangas are able to increase their collaboration and develop Kalevankangas into the desired center of comprehensive well-being shown in this research, it would offer unique conditions for well-being businesses around the world to work at. Similarly, the stakeholders of Kalevankangas could seek the possibility to broaden their operations to the international market, instead of trying to lure international operators to Kalevankangas.

#### **6.4. Suggestions for Further Research**

For further research of the topic, it would be beneficial to further compare different corporate branding models and create a completely new model that would be specifically made for using well-being in place branding. This would require significant amount of literature research, and the theoretic model would also be need to test in practice through at least one case study, but eventually the development of theory is crucial in order to develop the field of using well-being in place branding.

What comes to the case study of Kalevankangas, a similar research to this bachelor’s thesis should be conducted within the five to ten years to see, how the actions taken by stakeholders of Kalevankangas have affected the brand identity, brand image, and brand awareness of the area. In this future research, the sample should be chosen to represent the true population of Mikkeli, so the convenience sampling should not come in question.

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## Appendices

### Appendix 1: The codebook

Category	Stakeholder	Increases Value	Decreases Value
Brand Identity	XAMK	<ul style="list-style-type: none"> <li>- Collaboration</li> <li>- Advanced, well-being related study programs</li> </ul>	
	Active Life Lab	<ul style="list-style-type: none"> <li>- Collaboration</li> <li>- Advanced, high-quality well-being research</li> </ul>	<ul style="list-style-type: none"> <li>- Financing related constraints</li> </ul>
	City of Mikkeli	<ul style="list-style-type: none"> <li>- Collaboration</li> <li>- Diverse operations at Kalevankangas</li> <li>- Facilities</li> </ul>	
	Saimaa Stadiumi	<ul style="list-style-type: none"> <li>- Collaboration</li> <li>- Facilities</li> <li>- Well-being as a key part of operating strategy</li> <li>- Ability to provide comprehensive well-being services</li> </ul>	
Brand Image	XAMK	<ul style="list-style-type: none"> <li>- High-quality well-being study programs</li> </ul>	<ul style="list-style-type: none"> <li>- Not a lot of information gets published</li> </ul>
	Active Life Lab	<ul style="list-style-type: none"> <li>- High-quality of the research</li> <li>- Uniqueness as a research center</li> </ul>	<ul style="list-style-type: none"> <li>- Absence of a branding plan</li> <li>- Unknown to general public</li> </ul>

	City of Mikkeli	- Trusted operator	
	Saimaa Stadiumi	- Services provide good quality	- History as solely a sports venue
Brand Awareness	XAMK	- Well-known operator with a lot of publicity	- Strict communication regulations
	Active Life Lab	- Researches featured in national newspapers, TV & radio shows	- Communication is seen as “insignificant”
	City of Mikkeli	- Communication efforts reach majority of the citizens - Proper communication strategies	- Kalevankangas is not the only the only thing to communicate about
	Saimaa Stadiumi	- Physically dominant facilities seen by far away - Locally well-known operator	- Lack of communication efforts



## Appendix 2: Quantitative survey used in the research

### Kalevankangas as a well-being provider

1. When you think of places that support your well-being in Mikkeli, what place comes first into your mind?

- ☐ The City Center
- ☐ Kalevankangas
- ☐ Forests
- ☐ The Docks
- ☐ Hänski

2. When you think about Kalevankangas, what comes to your mind first?

- ☐ Nature
- ☐ Events
- ☐ Well-being
- ☐ Physical activities
- ☐ Active Life Lab
- ☐ Other, please specify

3. What is your usual purpose of going to Kalevankangas?

- ☐ Physical activities
- ☐ Meeting people
- ☐ Relaxation
- ☐ Participating in events
- ☐ Other, please specify

#### 4. How often do you usually go to Kalevankangas?

- ☐ Multiple times per week
- ☐ Once a week
- ☐ Couple times per month
- ☐ Once per month
- ☐ Once in every few months
- ☐ Once a year
- ☐ Never

Next

33% Completed

#### 5. I see Kalevankangas as...

	Disagree	Slightly disagree	Neither disagree or agree	Slightly agree	Agree
An exciting place	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
A peaceful place	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
A boring place	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
An irrelevant place for me	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
A place I want to learn more about	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

#### 6. I am familiar with the...

	Disagree	Slightly disagree	Neither disagree or agree	Slightly agree	Agree
Facilities in Kalevankangas	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Services provided in Kalevankangas	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Well-being research conducted in Kalevankangas	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Events organized in Kalevankangas	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Price levels of Kalevankangas	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

### 7. To me, Kalevankangas is...

	Disagree	Slightly disagree	Neither disagree or agree	Slightly agree	Agree
A sports venue	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
An event venue	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
A place to relax	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
A place to meet people who have same interests with me	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
A center of comprehensive well-being	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

### 8. I...

	Disagree	Slightly disagree	Neither disagree or agree	Slightly agree	Agree
Think it is easy to find information about Kalevankangas and what is happening there	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Enjoy going to Kalevankangas	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Think a place like Kalevankangas increases the value of Mikkeli as a city	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Feel services in Kalevankangas offer great quality	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Think Kalevankangas offers suitable opportunities for me to increase my well-being	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Would like to see more events in Kalevankangas	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

[Previous](#)
[Next](#)

### 9. My overall well-being is significantly supported by...

	Disagree	Slightly disagree	Neither disagree or agree	Slightly agree	Agree
Physical activities	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Relaxation services	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Entertainment events (concerts, performances)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Relationships with like-minded people	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Interesting exhibitions	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

### 10. Nationality

### 11. Gender

### 12. Age

- ☐ 0-17
- ☐ 18-25
- ☐ 26-35
- ☐ 36-45
- ☐ 46-55
- ☐ 56-65
- ☐ 65+

Previous

Submit

100% Completed

## Appendix 3: Quantitative Survey Analyses

### 1. Usual purpose of going to Kalevankangas: 'Other'

**What is your usual purpose of going to Kalevankangas?\_Other, please specify\_attached \* Age  
Crosstabulation**

Count

		Age						Total
		0-17	18-25	26-35	36-45	46-55	56-65	
What is your usual purpose of going to Kalevankangas?_Other, please specify_attached		1	29	4	2	7	3	46
	Driving my children to training sessions	0	0	0	1	0	0	1
	I don't go to Kalevankangas	0	1	0	0	0	0	1
	I dont go	0	1	0	0	0	0	1
	I dont go there	0	1	0	0	0	0	1
	I dont remember the place	0	1	0	0	0	0	1
	Jukurit	0	1	0	0	0	0	1
	my child's training	0	0	0	1	0	0	1
	No idea what Kalevankangas is.	0	1	0	0	0	0	1
	running in nature, meetings in Saimaa Stad	0	0	0	1	0	0	1
	Taking kid and bring to kinder	0	0	1	0	0	0	1
	to work	0	0	0	1	0	0	1
	work	0	0	1	0	0	0	1
	Work	0	0	2	0	0	0	2
	Total	1	35	8	6	7	3	60

### 2. Crosstabulation of 'How often do you usually go to Kalevankangas' and 'Age'

**How often do you usually go to Kalevankangas? \* Age Crosstabulation**

Count

		Age						Total
		0-17	18-25	26-35	36-45	46-55	56-65	
How often do you usually go to Kalevankangas?	Multiple times per week	1	1	6	3	1	0	12
	Once a week	0	4	1	1	2	0	8
	Couple times per month	0	7	0	1	1	2	11
	Once per month	0	5	1	0	0	0	6
	Once in every few months	0	7	0	1	3	1	12
	Once a year	0	3	0	0	0	0	3
	Never	0	8	0	0	0	0	8
Total		1	35	8	6	7	3	60

### 3. Crosstabulation of 'How often do you usually go to Kalevankangas' and 'Gender'

### How often do you usually go to Kalevankangas? \* Gender Crosstabulation

Count

		Gender			Total
		Male	Female	I wish not to answer	
How often do you usually go to Kalevankangas?	Multiple times per week	7	5	0	12
	Once a week	0	7	1	8
	Couple times per month	6	5	0	11
	Once per month	6	0	0	6
	Once in every few months	4	8	0	12
	Once a year	0	3	0	3
	Never	4	4	0	8
Total		27	32	1	60

### 4. Crosstabulation of 'I see Kalevankangas as an exciting place' and 'Gender'

#### I see Kalevankangas as....:An exciting place \* Gender Crosstabulation

Count

		Gender			Total
		Male	Female	I wish not to answer	
I see Kalevankangas as....:An exciting place	Disagree	1	3	0	4
	Slightly disagree	3	10	1	14
	Neither disagree or agree	9	12	0	21
	Slightly agree	8	4	0	12
	Agree	6	3	0	9
Total		27	32	1	60

### 5. Crosstabulation of 'I see Kalevankangas as an exciting place' and 'Age'

#### I see Kalevankangas as....:An exciting place \* Age Crosstabulation

Count

		Age						Total
		0-17	18-25	26-35	36-45	46-55	56-65	
I see Kalevankangas as....:An exciting place	Disagree	0	3	0	0	1	0	4
	Slightly disagree	0	11	1	1	1	0	14
	Neither disagree or agree	1	11	1	2	3	3	21
	Slightly agree	0	6	3	2	1	0	12
	Agree	0	4	3	1	1	0	9
Total		1	35	8	6	7	3	60

6. Crosstabulation of 'I see Kalevankangas as a boring place' and 'Gender'

**I see Kalevankangas as....:A boring place \* Gender Crosstabulation**

Count

		Gender			Total
		Male	Female	I wish not to answer	
I see Kalevankangas as....:A boring place	Disagree	8	10	0	18
	Slightly disagree	9	12	0	21
	Neither disagree or agree	8	5	0	13
	Slightly agree	1	5	0	6
	Agree	1	0	1	2
Total		27	32	1	60

7. Crosstabulation of 'I see Kalevankangas as a boring place' and 'Age'

**I see Kalevankangas as....:A boring place \* Age Crosstabulation**

Count

		Age						Total
		0-17	18-25	26-35	36-45	46-55	56-65	
I see Kalevankangas as....:A boring place	Disagree	0	7	3	2	4	2	18
	Slightly disagree	1	13	4	1	1	1	21
	Neither disagree or agree	0	9	1	2	1	0	13
	Slightly agree	0	4	0	1	1	0	6
	Agree	0	2	0	0	0	0	2
Total		1	35	8	6	7	3	60

8. Crosstabulation of 'I see Kalevankangas as a peaceful place' and 'Gender'

**I see Kalevankangas as....:A peaceful place \* Gender Crosstabulation**

Count

		Gender			Total
		Male	Female	I wish not to answer	
I see Kalevankangas as....:A peaceful place	Disagree	0	1	0	1
	Slightly disagree	0	2	0	2
	Neither disagree or agree	5	1	0	6
	Slightly agree	7	8	0	15
	Agree	15	20	1	36
Total		27	32	1	60

9. Crosstabulation of 'I see Kalevankangas as a peaceful place' and 'Age'

### I see Kalevankangas as....:A peaceful place \* Age Crosstabulation

Count

		Age						Total
		0-17	18-25	26-35	36-45	46-55	56-65	
I see Kalevankangas as....:A peaceful place	Disagree	0	1	0	0	0	0	1
	Slightly disagree	1	1	0	0	0	0	2
	Neither disagree or agree	0	4	0	2	0	0	6
	Slightly agree	0	10	3	0	1	1	15
	Agree	0	19	5	4	6	2	36
Total		1	35	8	6	7	3	60

### 10. Crosstabulation of 'I see Kalevankangas as an irrelevant place' and 'Gender'

#### I see Kalevankangas as....:An irrelevant place for me \* Gender Crosstabulation

Count

		Gender			Total
		Male	Female	I wish not to answer	
I see Kalevankangas as....:An irrelevant place for me	Disagree	11	10	0	21
	Slightly disagree	7	3	0	10
	Neither disagree or agree	7	11	0	18
	Slightly agree	1	7	1	9
	Agree	1	1	0	2
Total		27	32	1	60

### 11. Crosstabulation of 'I see Kalevankangas as an irrelevant place' and 'Age'

#### I see Kalevankangas as....:An irrelevant place for me \* Age Crosstabulation

Count

		Age						Total
		0-17	18-25	26-35	36-45	46-55	56-65	
I see Kalevankangas as....:An irrelevant place for me	Disagree	0	6	7	3	3	2	21
	Slightly disagree	0	8	1	0	1	0	10
	Neither disagree or agree	1	11	0	2	3	1	18
	Slightly agree	0	9	0	0	0	0	9
	Agree	0	1	0	1	0	0	2
Total		1	35	8	6	7	3	60

### 12. Crosstabulation of 'I see Kalevankangas as a place I want to learn more about' and 'Gender'



**I see Kalevankangas as...:A place I want to learn more about \* Gender Crosstabulation**

Count

		Gender			Total
		Male	Female	I wish not to answer	
I see Kalevankangas as...:A place I want to learn more about	Disagree	2	1	0	3
	Slightly disagree	3	5	1	9
	Neither disagree or agree	10	9	0	19
	Slightly agree	5	10	0	15
	Agree	7	7	0	14
Total		27	32	1	60

13. Crosstabulation of 'I see Kalevankangas as a place I want to learn more about' and 'Age'

**I see Kalevankangas as...:A place I want to learn more about \* Age Crosstabulation**

Count

		Age						Total
		0-17	18-25	26-35	36-45	46-55	56-65	
I see Kalevankangas as...:A place I want to learn more about	Disagree	0	3	0	0	0	0	3
	Slightly disagree	0	6	0	1	2	0	9
	Neither disagree or agree	1	11	1	3	2	1	19
	Slightly agree	0	8	4	2	1	0	15
	Agree	0	7	3	0	2	2	14
Total		1	35	8	6	7	3	60

14. Crosstabulation of 'I am familiar with facilities in Kalevankangas' and 'Gender'

**I am familiar with the...:Facilities in Kalevankangas \* Gender Crosstabulation**

Count

		Gender			Total
		Male	Female	I wish not to answer	
I am familiar with the...:Facilities in Kalevankangas	Disagree	6	6	0	12
	Slightly disagree	5	4	0	9
	Neither disagree or agree	1	4	0	5
	Slightly agree	12	8	0	20
	Agree	3	10	1	14
Total		27	32	1	60

## 15. Crosstabulation of 'I am familiar with facilities in Kalevankangas' and 'Age'

**I am familiar with the...:Facilities in Kalevankangas \* Age Crosstabulation**

Count

		Age						Total
		0-17	18-25	26-35	36-45	46-55	56-65	
I am familiar with the...: Facilities in Kalevankangas	Disagree	0	11	0	0	1	0	12
	Slightly disagree	0	9	0	0	0	0	9
	Neither disagree or agree	1	3	0	0	0	1	5
	Slightly agree	0	7	5	3	4	1	20
	Agree	0	5	3	3	2	1	14
Total		1	35	8	6	7	3	60

## 16. Crosstabulation of 'I am familiar with services in Kalevankangas' and 'Gender'

**I am familiar with the...:Services provided in Kalevankangas \* Gender Crosstabulation**

Count

		Gender			Total
		Male	Female	I wish not to answer	
I am familiar with the...: Services provided in Kalevankangas	Disagree	8	5	0	13
	Slightly disagree	4	7	0	11
	Neither disagree or agree	1	3	0	4
	Slightly agree	12	10	1	23
	Agree	2	7	0	9
Total		27	32	1	60

## 17. Crosstabulation of 'I am familiar with services in Kalevankangas' and 'Age'

**I am familiar with the...:Services provided in Kalevankangas \* Age Crosstabulation**

Count

		Age						Total
		0-17	18-25	26-35	36-45	46-55	56-65	
I am familiar with the...: Services provided in Kalevankangas	Disagree	0	13	0	0	0	0	13
	Slightly disagree	0	8	0	0	2	1	11
	Neither disagree or agree	1	3	0	0	0	0	4
	Slightly agree	0	7	6	4	5	1	23
	Agree	0	4	2	2	0	1	9
Total		1	35	8	6	7	3	60

## 18. Crosstabulation of 'I am familiar with well-being research in Kalevankangas'

and 'Gender'

**I am familiar with the...:Well-being research conducted in Kalevankangas \* Gender Crosstabulation**

Count

		Gender			Total
		Male	Female	I wish not to answer	
I am familiar with the...: Well-being research conducted in Kalevankangas	Disagree	15	15	1	31
	Slightly disagree	3	5	0	8
	Neither disagree or agree	2	2	0	4
	Slightly agree	5	4	0	9
	Agree	2	6	0	8
Total		27	32	1	60

19. Crosstabulation of 'I am familiar with well-being research in Kalevankangas' and 'Age'

**I am familiar with the...:Well-being research conducted in Kalevankangas \* Age Crosstabulation**

Count

		Age						Total
		0-17	18-25	26-35	36-45	46-55	56-65	
I am familiar with the...: Well-being research conducted in Kalevankangas	Disagree	0	26	0	0	4	1	31
	Slightly disagree	0	6	0	1	1	0	8
	Neither disagree or agree	1	0	1	2	0	0	4
	Slightly agree	0	2	4	0	2	1	9
	Agree	0	1	3	3	0	1	8
Total		1	35	8	6	7	3	60

20. Crosstabulation of 'I am familiar with price levels of Kalevankangas' and 'Gender'

**I am familiar with the...:Price levels of Kalevankangas \* Gender Crosstabulation**

Count

		Gender			Total
		Male	Female	I wish not to answer	
I am familiar with the...: Price levels of Kalevankangas	Disagree	12	14	0	26
	Slightly disagree	8	11	0	19
	Neither disagree or agree	1	2	0	3
	Slightly agree	6	5	0	11
	Agree	0	0	1	1
Total		27	32	1	60

## 21. Crosstabulation of 'I am familiar with price levels of Kalevankangas' and 'Age'

**I am familiar with the...:Price levels of Kalevankangas \* Age Crosstabulation**

Count

		Age						Total
		0-17	18-25	26-35	36-45	46-55	56-65	
I am familiar with the...: Price levels of Kalevankangas	Disagree	0	17	1	2	3	3	26
	Slightly disagree	0	13	0	3	3	0	19
	Neither disagree or agree	1	0	2	0	0	0	3
	Slightly agree	0	4	5	1	1	0	11
	Agree	0	1	0	0	0	0	1
Total		1	35	8	6	7	3	60

## 22. Crosstabulation of 'I am familiar with events in Kalevankangas' and 'Gender'

**I am familiar with the...:Events organized in Kalevankangas \* Gender Crosstabulation**

Count

		Gender			Total
		Male	Female	I wish not to answer	
I am familiar with the...: Events organized in Kalevankangas	Disagree	10	5	0	15
	Slightly disagree	6	5	0	11
	Neither disagree or agree	2	5	0	7
	Slightly agree	7	15	0	22
	Agree	2	2	1	5
Total		27	32	1	60

## 23. Crosstabulation of 'I am familiar with events in Kalevankangas' and 'Age'

**I am familiar with the...:Events organized in Kalevankangas \* Age Crosstabulation**

Count

		Age						Total
		0-17	18-25	26-35	36-45	46-55	56-65	
I am familiar with the...: Events organized in Kalevankangas	Disagree	0	15	0	0	0	0	15
	Slightly disagree	0	8	0	1	2	0	11
	Neither disagree or agree	1	4	2	0	0	0	7
	Slightly agree	0	7	4	4	4	3	22
	Agree	0	1	2	1	1	0	5
Total		1	35	8	6	7	3	60